

## **Boosting Employee Performance Through Rewards and Innovation Behavior**

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**Abstract.** This study analyzed the influence of rewards on employee performance and the mediating role of engagement, commitment, satisfaction, and innovation behavior. A survey of 396 employees was conducted. Multivariate analysis showed innovative behavior improved performance and mediated the reward-performance relationship. Rewards also positively affected engagement, innovation, commitment, and satisfaction. The findings contribute new evidence on leveraging rewards and innovation to boost performance. For practice, the results emphasize cultivating innovation behavior through appropriate rewards as a key driver of performance. Further research should examine other potential mediators and test the model across contexts.

**Keywords:** reward, job engagement, innovative behavior, organization commitment, job satisfaction, performance

## **1. Introduction**

Employee performance is very important because it has broad implications, including its impact on company performance and sustainability. Thus, higher employee performance will promote company performance and ensure the sustainability of company operations. Employee performance is closely related to human resource management within the company. The better and more professional the management of human resources, the better employee performance will be. So, research on employee performance is still exciting and important to be explored.

The relationship between rewards and performance is an interesting issue to be reviewed. Many studies have found a positive relationship between rewards and performance (Mas'ud, 2017; Simamora, 2018; Permadani, 2020). However, some recent studies have found a weak relationship between rewards and performance (Opio et al, 2022; Mira et al., 2019). While other studies have found no relationship between rewards and performance (Anthonius, 2022; Jalal dan Zaheer, 2017; Zikanga et al., 2021). The mixed findings raise the question of whether other variables can link rewards and performance, making it a very open issue for research.

Researchers observe other aspects that can mediate the relationship between rewards and performance and at the same time, complete the gap in research on the relationship between rewards and performance. Some variables include job engagement, *job satisfaction*, *organizational commitment*, and *innovative behavior*. Markos & Sridevi (2010) and Abdullah et al. (2021) found that employee engagement is closely related to company performance. *Employee engagement* also influences individual employee performance because a company's performance is formed from the individual performance of its employees. *Employee engagement* can increase the company's success through employee performance, productivity, work safety, attendance and retention, customer satisfaction, loyalty, and profitability. Employee performance is one of the aspects resulting from high employee engagement (Siddhanta and Roy (2010: 171)). Next is Job Engagement, the relationship built by the company to motivate their employees and hope to improve their performance (Wood et al., 2020). This means that the higher the Job Engagement, the higher the employee's performance. Next is Organizational Commitment, which positively influences employee performance (Toban, et al., 2014; Aulia, 2021).

Organizational commitment includes factors such as belief in and acceptance of the organization's goals and values, the desire to work for the organization, and a strong desire to remain in the organization (Magdalena, 2013). Research conducted by Helmi et.al (2020) found that organizational commitment can mediate the influence of competence on employee performance. The next variable is innovative behavior, namely employee innovative behavior to improve the quality of products and services. When employees have innovative behavior, they are likely to have ideas to overcome problems and improve the quality of products and services ultimately improving their performance (Voo et al, 2019). Thus, the better innovative behavior that employees have, the more likely their performance will improve. Therefore, this research aims to resolve the inconsistencies in the relationship between reward and performance. Furthermore, this research develops a model to explain the relationship between reward and performance through mediating variables, namely job engagement, job satisfaction, organizational commitment, and innovative behavior.

This paper will explain how a literature study of several variable relationships is used and research hypotheses will be presented. Next, the research method will be presented, namely using a quantitative approach through survey methods with data analysis using structural equation modeling. Discussions will be given to discuss the findings of data processing. The results of this study found that innovation behavior was able to mediate the relationship between reward and performance.

## **2. Literature Study**

This research is based on social exchange theory, which is a conceptual paradigm that has an impact on employee's work behavior in an organization. According to Blau (1964), an organization has is a feeling

that causes the same perception in the future, which social exchange. Employees who are treated fairly will be committed to the organization. This is in line with the theory of understanding aspects related to organizational commitment and understanding leaders and the employees they lead (Bass, 1990). Research on the relationship between reward and performance has been conducted by several previous researchers with varying results (Mas'ud, 2017; Simamora, 2018; Tapestry, 2020). Several studies have found a positive relationship between reward and performance. While other studies have found different evidence, namely there is no positive relationship between reward and performance (Anthonius, 2022; Jalal and Zaheer, 2017; Zikanga et al., 2021). But there are also studies that have found that the relationship between reward and performance is weak (Opio et al, 2022; Mira et al., 2019). Previous studies have not examined much about employee innovation behavior related to the relationship between reward and performance. Employee innovation in this study was measured using innovation behavior. Through innovation behavior, it is expected to contribute more broadly to knowledge about organizational development.

Rewards, or awards, in the context of human resources, are various forms of reward or recognition given to employees or other members of an organization because of certain achievements, superior performance, extraordinary contributions, or achievement of certain goals. Rewards are not only in the form of financial; it also includes a non-financial aspect that aims to motivate, reinforce positive behavior, and increase employee job satisfaction (Simamora, 2018; Abdullah et al. 2021). Employee Engagement is employees' psychological state to feel responsible and interested in the success of the company and motivated to improve their work performance to a level that exceeds the required job requirements (Carpenter & Wyman, 2007: 1). Employee engagement is considered as something that can make a difference to individuals, teams, and companies. Organizational Commitment is a state where employees are dedicated to the organization and are willing to work for the interests of that organization. It makes it possible that they will safeguard the interests of the organization. Organizational Commitment has a positive and significant influence on Employee Performance, and (3) Job Satisfaction has a positive and significant influence on Employee Performance (Muhammad, R and M.T. Nawawi, 2020). Job Satisfaction is a general attitude toward one's work that shows the difference between the reward workers receive and the amount they believe they should receive (Robbins, 2003). Employee will feel comfortable and express their loyalty to the company if they are satisfied with their job, and the job is in accordance with what they expected. Innovative Behavior is the implementation of new creative ideas in their work (Hernaus et al., 2019). Employees carry out innovative behavior so that the work they do becomes more efficient and improves performance both within the employees and the company/organization (Ardini and Etikariena, 2021). Employees are expected to create new, innovative ideas so that the company can develop and avoid problems that will be faced in the future. Organizations need to build a management system that creates a harmonious work atmosphere to provide an inspiring foundation that promotes innovative behavior (Yu, S, et.al, 2023).

Research by Radianto & Effendi (2022) and Helou (2022) found that rewards influence job engagement. So, the more the rewards received by employees, the more likely employee engagement will increase. Rewards also influence innovative behavior. Employees who are given rewards will feel appreciated so they will innovate to improve the quality of products and/or services (Lee & Jin, 2022). Likewise, rewards will increase organizational commitment, job satisfaction, and performance (Mahendra & Subudi, 2019; Kustiani, Widiawati, & Isnuwardiati, 2021; Nugroho & Aima, 2022; Anindita & Tanuwijaya, 2023; Jatmiko, 2022; Saraswati, Mustafa & Farida, 2023). This explanation underlies the following hypotheses:

- H1= Reward influences job engagement
- H2= Reward influences Innovative behavior
- H3= Reward influences organizational commitment
- H4= Reward influences Job satisfaction
- H9= Reward influences Performance

Research conducted by Hung, et al. (2022) and Güner, Kibaroglu, & Basim (2023) found that job engagement affects performance. Nurlaila (2022) found that job satisfaction influences performance. Meanwhile, Nguon (2022) and Lu, Yu & Shan (2022) found that innovative behavior influences performance. Furthermore, organizational commitment influences performance (Mustafa & Farida, 2023). This explanation underlies the following hypotheses:

- H5= Job engagement influences performance
- H6= Innovative behavior influences performance
- H7= Organizational commitment influences performance
- H8= Job Satisfaction influences performance

Below is the research model:



Fig.1: Research Model

### 3. Research Methods

This research uses a quantitative method approach, namely the survey method. Researchers sent questionnaires to middle-level managers in Surabaya. The sampling method uses convenience sampling. We send Questionnaires using Google Forms to respondents. Five hundred questionnaires were distributed to the respondents. The questionnaires returned and can be processed as many as 396 questionnaires, so the rate of return was 79%.

The variables used are adapted from previous studies. We adapted the reward variable from Bhardwaj and Sushil (2012) and Weerakoon (2014). The innovative behavior variable is adapted from Scott and Bruce (1994). The job satisfaction variable is adapted from Agho, James, and Mueller (1992), and the employee performance variable is adapted from Koopmans (2014). All indicators use 7 indicators measured with a Likert scale ranging from 1 to 7). After we successfully collected the data, we analyzed them using multivariate analysis.

We use multivariate methods of analysis in analyzing the data. In data processing, we use descriptive analysis followed by structural equation model analysis using Partial Least Square.

#### 4. Data Analysis and Discussion

Once the data was successfully collected, we conducted a descriptive analysis as presented in Table 1 below:

Table 1. Respondent Profile

No	Items	Description	Total	Percentage
1	Gender	Male	170	43%
		Female	225	57%
		Total	395	
2	Position	Manager	123	31%
		Staff	272	69%
		Total	395	
3	Status	Permanent Employee	245	62%
		Contract Employee	115	29%
		Others	35	9%
		Total	395	
4	Education	High School	114	29%
		Diploma	27	7%
		Bachelor's (S1)	243	62%
		Master's (S2)	11	3%
		Total	395	
5	Age	<30	257	65%
		31-40	68	17%
		41-50	53	13%
		>50	17	4%
		Total	395	

Table 1 shows that there are more women than men (women by 225 or 57% and men by 170 or 43%). The respondents' positions were staff as many as 272 people (69%) and managers as many as 123 people (31%). The status of the most respondents was permanent employees at 245 people (62%), followed by contract employees at 115 people (29%) and the remaining 35 people (9%). Respondents had a bachelor's education of 243 people (62%), high school as many as 114 people (29%), diplomas as many as 27 people (7%), and masters as many as 11 people (3%). While the age of respondents is under 30 years as many as 257 people (65%), the age of 31 years to 40 years as many as 68 people (17%), the age between 41 years to 50 years as many as 53 people (13%), and the age over 50 years as many as 17 people (4%). So it is concluded that the respondents of this study are female (57%) whose positions are as staff (69%) with permanent employee status (62%). They have a bachelor's degree (62%) and are less than 30 years old (65%).

#### Outer Model Measurement

We measure the reliability through Cronbach's Alpha and Composite Reliability (Lin et al., 2020). The following Table 2 presents measurements of Cronbach's Alpha and Composite Reliability.

Table 2. Cronbach's Alpha and Composite Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Description
Innovative Behavior	0.884	0.912	Reliable
Job Engagement	0.905	0.921	Reliable
Job Satisfaction	0.972	0.974	Reliable
Performance	0.956	0.964	Reliable
Organizational Commitment	0.932	0.943	Reliable
Reward	0.911	0.927	Reliable

The test result can be accepted if both Cronbach's Alpha and Composite Reliability values are  $\geq 0.707$  (Ramírez & Palos-Sánchez, 2018). Table 2 shows that Innovative Behavior has a Cronbach's Alpha value of  $0.884 > 0.60$ , Job Engagement has a Cronbach's Alpha value of  $0.905 > 0.60$ , Reward has a Cronbach's Alpha value of  $0.911 > 0.60$ , Job Satisfaction has a Cronbach's Alpha value of  $0.972 > 0.60$ , Performance has a Cronbach's Alpha value of  $0.956 > 0.60$ , and Organizational Commitment has a Cronbach's Alpha value of  $0.932 > 0.60$ . Next is the composite reliability test where the result is as follows: Innovative behavior has a Composite Reliability value of  $0.912 < 0.70$ , Job engagement has a Composite Reliability value of  $0.921 < 0.70$ , Reward has a Composite Reliability value of  $0.927 < 0.70$ , Job Satisfaction has a Composite Reliability value of  $0.974 < 0.70$ , Performance has a Composite Reliability value of  $0.964 < 0.70$ , Organizational Commitment has a Composite Reliability value of  $0.943 < 0.70$ . The result shows that all variables are reliable. Thus, the hypothesis testing is considered valid as the construct reliability value is accepted.

To measure convergent validity, the researchers use *Average Variance Extracted* (AVE). The variable is considered as valid if the AVE value exceeds the specified limit, which is  $> 50\%$  (Astuti, 2021). Table 3 shows *Innovative Behavior* has an AVE value of  $0.634 > 0.50$ , *Job Engagement* has an AVE value of  $0.569 > 0.50$ , *Job Satisfaction* has an AVE value of  $0.641 > 0.50$ , *Performance* has an AVE value of  $0.791 > 0.50$ , *Organizational Commitment* has an AVE value of  $0.625 > 0.50$ , and *Reward* has an AVE value of  $0.586 > 0.50$ . The result shows that all variables have an AVE value of  $E > 0.50$ . This indicates that all variables studied have a high level of validity and the variables studied are accepted. The following is table 3 which presents *Average Variance Extracted*.

Table 3. Average Variance Extracted (AVE) and rho\_A Test

	Average Variance Extracted (AVE)	Description
Innovative Behavior	0.634	Valid
Job Engagement	0.569	Valid
Job Satisfaction	0.641	Valid
Performance	0.791	Valid
Organizational Commitment	0.625	Valid

*Loading Factor* is a component used in testing to determine the correlation between variables that are measured directly and measured indirectly (latent variables). The higher the *Loading Factor* value is, the better the level of relationship between the direct variables and latent variables. The *Loading Factor* value limit to be considered valid is  $> 0.50$ ; if the value is  $< 0.30$ , thus the variable is considered invalid (Triwidyati & Tentama, 2020). In the loading factor test conducted, all values are above 0.5, so they are considered valid.

### Inner Model Test Analysis

There are 2 (two) stages, namely testing the variables that have a direct and an indirect influence. This research examines latent variables with an indirect influence, so a mediating variable is required.

Tests on each variable are considered to influence each other if they have a T-Statistics value of  $> 1.96$  and P Value of  $< 0.05$ , while the *Original Sample* value is determined by whether the relationship is positive or negative (Djuitaningsih & Arifiyantoro, 2020). The data processing results is shown in Table 4 below.

Table 4. Direct Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Description
Innovative Behavior → Performance	0.161	0.164	0.059	2.750	0.006	Positive Influence
Job Engagement → Performance	0.074	0.075	0.076	0.977	0.329	No Influence
Job Satisfaction → Performance	0.282	0.283	0.104	2.717	0.007	Positive Influence
Organizational Commitment → Performance	-0.037	-0.032	0.095	0.385	0.701	No Influence
Reward → Innovative Behavior	0.560	0.561	0.043	13.052	0.000	Positive Influence
Reward → Job Engagement	0.626	0.628	0.038	16.498	0.000	Positive Influence
Reward → Job Satisfaction	0.840	0.841	0.019	44.860	0.000	Positive Influence
Reward → Performance	0.287	0.281	0.084	3.424	0.001	Positive Influence
Reward → Organizational Commitment	0.751	0.752	0.032	23.427	0.000	Positive Influence

Reward → Innovative Behavior → Performance	0.090	0.092	0.035	2.563	0.011	Positive Influence
Reward → Job Engagement → Performance	0.046	0.047	0.047	0.978	0.329	No Influence
Reward → Job Satisfaction → Performance	0.237	0.239	0.088	2.696	0.007	Positive Influence
Reward → Organizational Commitment → Performance	-0.028	-0.024	0.072	0.383	0.702	No Influence

Table 4 shows that innovative behavior influences performance, job satisfaction influences performance, rewards influence innovative behavior, rewards influence innovative behavior, rewards influence job engagement, rewards influence job satisfaction, rewards influence performance, and rewards influence organizational behavior because the P value is <0.05. Meanwhile, job engagement and organizational commitment do not affect performance because the P value is >0.05. Furthermore, the mediation testing also shows that job engagement, job satisfaction, and organizational performance cannot mediate the relationship between reward and performance. However, innovative behavior mediates the relationship between reward and performance.

When testing the hypothesis, Innovative Behavior variable has an R-Square value of 0.31 or 31%. This indicates that around 69% is influenced by other indicators/ variables that are not included in this study. Next, *Job Engagement* has an R-Square value of 0.39 or 39%, which shows that 61% is influenced by factors that are not included in the study. Performance variable has an R-Square value of 0.70 or 70%, which shows that 30% is influenced by indicators outside the research. Performance variable has an R-Square of 0.46 or 46%, indicating that 54% is influenced by factors outside the research scope, and *Organizational Commitment* has an R-Square value of 0.56 or 56%, which shows that 44% is affected by factors not included in the research. Therefore, it can be concluded that the independent variable in this study explains the dependent variable of *Innovative Behavior* by 31%, *Job Engagement* variable by 39%, Satisfaction variable by 70%, Performance variable by 46%, and *Organizational Commitment* variable by 56%. The following is table 5 which presents R-Square Testing.

Table 5. R-Square Testing

	R-Square	R-Square Adjusted
Innovative Behavior	0.313	0.312
Job Engagement	0.391	0.390
Job Satisfaction	0.705	0.705
Performance	0.467	0.460
Organizational Commitment	0.563	0.562



## **5. Discussion**

### **Reward Influence Job Engagement**

Job Engagement, often called Work Engagement, is a relationship built by companies to motivate their employees (Wood et al., 2020). Companies can develop a positive work environment and pay attention to the welfare of their employees to motivate their performance. Employees who feel comfortable and secure while working in the company are more likely to perform well. The companies can build a comfortable work environment and a positive relationship with the employees to encourage the employees to work better. Companies should also provide sufficient resources so that the employees can achieve their goals in the work they do (Fahrizal & Munir, 2022). When the employees can exceed the goals their work, the company can provide rewards as a form of appreciation for their work (Dwiyanti & Dudija, 2019). Thus, providing incentives through rewards can encourage positive relationships and communication between employees.

Based on the study outcome, it shows that Reward has a positive influence on Job Engagement. This finding aligns with research by Fahrizal & Munir (2022) who stated that Reward has a positive influence on Work Engagement. The researchers stated that with Rewards, employees will be motivated to work well within the company. When rewards are given, employees feel more appreciated for their work, making them feel more connected with the company. Rewards received by the employees can be in the form of bonuses, promotions, or salary increases (extrinsic). In addition, reward can be given intrinsically by giving praise, recognition, and more responsibility as a form of trust from the company to the employees.

### **Reward Influences Innovative Behavior**

Innovative Behavior is the implementation of new creative ideas in one's work (Hernaus et al., 2019). Employees perform Innovative Behavior to complete their work more efficiently and improve the performance within the employees and the company/ organization (Ardini & Etikariena, 2021). Employees must be able to create new, innovative ideas so that the company can avoid the problems it will face. According to Voo et al. (2019), the Innovative Behavior process starts when the employees look for ways to improve the company's products or services by examining the problems in the product or service. Once the employees have explored the issues with the product or service, they will seek solutions. At this stage, employees can develop innovative ideas to overcome existing problems. The ideas obtained by employees can be proposed to the company, which can be implemented to improve the company's products or services.

According to the research findings, Reward has a positive influence on Innovative Behavior (H2 is accepted). This means that giving Rewards can improve employee innovation performance behavior. This is in line with research conducted by Voo et al. (2019), which states that providing Rewards can foster innovative behavior and employee performance. Giving Rewards can stimulate the employees to innovate in the ideas they put forward. Employees will feel satisfied when the company provides Rewards for ideas that have been implemented and added value to the company. Rewards received by the employees can be in the form of promotions, salary increases, or bonuses.

### **Reward Influences Organizational Commitment**

Organizational Commitment is employees' commitment to and actively playing a role in the organization (Huang et al., 2021). Organizational commitment reflects the employees' loyalty to the organization. Strong organizational commitment from the employees can be demonstrated by supporting the company goals by working actively, working hard to improve the organization's name, and having a commitment to remain in the organization (Widodo & Damayanti, 2020). The same goals (goal congruence) between the organization and employees can also strengthen employees' organizational commitment. Organizational commitment itself is formed from 3 (three) factors: affective commitment, normative commitment, and calculative commitment (Abdin et al., 2019).

Based on the results of this research, Reward has a positive effect on Organizational Commitment (H3 is accepted). This means that giving Rewards can increase employee Organizational Commitment. This is in line with research by Widodo & Damayanti (2020); Huang et al. (2021); and Abdin et al. (2019), which stated that Reward has a positive influence on Organizational Commitment. Giving Rewards to employees can improve their performance. When employees have received a Reward according to what they have completed, they will show their loyalty to the company by offering a strong commitment. Employees feel that what they have done for the company is appreciated from receiving the Reward.

### **Reward Influences Job Satisfaction**

Job Satisfaction is a feeling of satisfaction related to positive affective reactions to a job (Buric I. & Moe A., 2020). Job satisfaction can be interpreted as a form of happiness at work, where it can be said that happy individuals will be more sensitive to positive, profitable events. Therefore, employees who are happy and satisfied with their work will certainly perform well (Otzurk A. et al., 2021).

There are 5 (five) indicators that can be used to measure Job Satisfaction. The first indicator is employee satisfaction with the work itself. Second, employee satisfaction with the salary they receive from their work (payment system). Thirdly, there is satisfaction with the promotional opportunities given or offered because employees can be in a better position or status than before (promotional opportunities). Fourth, there is a sense of satisfaction from employees with the treatment of supervisors (attitude of supervisor). Fifth, there is a sense of supportive, reliable colleagues who understand their duties and responsibilities (co-workers) (Zulfa, 2021).

The results of this research show that Reward has a positive effect on Job Satisfaction. This means that if a company can encourage the Reward giving process well, it can boost higher levels of performance satisfaction. This is in line with research conducted by Prakoso et al. (2020); Aini (2020); H.S et al. (2020), which states that Reward has a positive effect on Job Satisfaction. A positive influence can occur because the Rewards given by the company have a competitive reference for members of the organization. Hence, the employees feel they have feedback or reciprocity from the company for the work they have done (Aini, 2020). Usually, the aim of giving Rewards to the employee by the company/ organization is to minimize the employee turnover rate.

### **Job Engagement Does Not Influence Performance**

Job Engagement or work involvement is a type of motivation and a center of thought that is positive and related to work, characterized by vigor, dedication, and absorption (Mu' Azaroh et al., 2021). Work involvement can also be interpreted as the employee's continuous willingness and efforts to support the vision and mission of the company in a sustainable manner. In this case, there are several interrelated factors, namely emotional and rational, which can be obtained from personal experience before or while working (Baharsyah, 2021).

Work involvement can also be interpreted as something that can bring a change in individuals, team, and organization. There are two aspects that can be used to measure the level of employee work involvement, namely what the employee wants from the company and their work, and the leadership aspect carried out by leaders within the company (Ramadhan & Sembiring, 2019).

The results of this research indicate that Job Engagement has no effect on Performance (H5 is rejected). This finding is in line with research conducted by Baharsyah (2021) and Munparidi & Sayuti (2020) which stated that Job Engagement has no effect on Performance. On the other hand, there are studies which found that Job Engagement has a positive effect on Performance, including a study by Nurdini & Firmansyah (2022). Looking at the insignificant results, the researchers can conclude that this could happen due to the Covid-19 pandemic which of course can affect the existing policies of a company. Starting from changes in the company's targets, employees' working hours, to changes in the

work environment during the pandemic. Thus, there is a possibility that the relationship between Job Engagement and Performance can be influenced by other determining variables.

### **Innovative Behavior Influence Performance**

Performance is a work unit that is interrelated with employee behaviour designed to achieve the goals of a company. Performance explains the behaviour or what an employee does, and not what the employee will produce or the results of their work. Therefore, performance can be concluded as a person's behaviour that is used to complete tasks in an organization with indicators that can be measured, namely, doing their work enthusiastically and effortfully, carrying out all activities as an obligation, being able to help and cooperate with other employees, able to follow the rules and procedures in an organization, and to foster, support and maintain the goals of the organization (Anshar, 2017).

In plans to meet the goals of a company, performance can be used as a factor that can measure the level of success in an organization in achieving its goals. Members of the organization can use all the resources provided by the company to accomplish their duties and increase the value of the company. Performance is also an important aspect that must continue to be the focus both in the fields of organizational psychology and human resource management (Itsaini, 2021).

The results of this research show that Innovative Behaviour has a positive effect on Performance; where the higher the level of innovative behavior, the better the performance will be. This is in line with research conducted by Noerchoidah et al. (2021) and Ferdinan & Lindawati (2021) which stated that Innovative Behaviour has a positive effect on Performance. Apart from that, a dynamic and competitive environmental condition in a company will require the company to maximize the innovative abilities of employees to generate and implement new ideas as an effort to improve their job performance. Employee's innovative work is important for an organization, where most of the ideas in the organization are generated by innovative organizational members (Noerchoidah et al., 2021).

### **Organizational Commitment Does Not Influence Performance**

Organizational Commitment is an action by members of an organization that depicts an attitude of being bound and loyal to the organization (Nadapdap, 2017). Organizational commitment describes the survival, direction/goals, and future of an organization. Organizational commitment is reflected in the members' agreement and desire to remain in the organization (Paramita et al., 2020).

Organizational Commitment is important in the initial work contract because the company can assess the level of desire and involvement of the prospective employees in carrying out the organization's vision, mission, and goals (Jufrien et al., 2021). Employees with high commitment will feel like they belong and become an internal part of the organization for a long period of time. Employees have a sense of loyalty and being part of the company if they have high commitment and will feel the opposite if they have low commitment (Paramita et al., 2020).

This research results indicate that Organizational Commitment has no effect on Performance. This is in line with research conducted by Fitrijo et al. (2020); Suwibawa et al. (2018); and Sutopo (2018) where Organizational Commitment has no effect on employee performance. In the researcher's opinion, one of the reasons why Organizational Commitment has no effect on employee performance is that employees are only required to do their work, are not given support to make the work easier, and the work is done in an old-fashioned way. This is also supported by research by Sutopo (2018), which examined the influence of Organizational Commitment on employee performance in the finance section of the Klaten Regency Education Office (Dinas Pendidikan Kabupaten Klaten). Based on this research, it found that employees still use traditional methods, are less creative, and resources are not used optimally (for example, using technology) when performing their duties. This prevents employee performance from improving.

### **The Influence of Job Satisfaction towards Performance**

Job Satisfaction is an action, behavior, and description of employee feelings and the employee's perspective on various aspects of their work, such as the work environment, the job, and their relationships with superiors or co-workers (Tasman et al., 2021); (Supriyanto et al., 2020). Employees who have Job Satisfaction will certainly influence their work motivation, work discipline, enjoyment of work, and work performance (Tasman et al., 2021). Job satisfaction can be reflected in (1) satisfaction with salary, (2) satisfaction with colleagues and superiors, (3) satisfaction with promotions (4) satisfaction with the work environment, and (5) satisfaction with the work performed by the employee (Mesiono, 2019). There are several factors that influence job satisfaction, such as recognition, responsibility, career development, harmonious relationships with colleagues, work atmosphere, motivation, economic satisfaction, as well as mental health which concerns calm and pride in work (Mesiono, 2019).

Based on the results of this research, Job Satisfaction has a positive influence on Performance (H8 is accepted). This means that the higher the employee's Job Satisfaction is, the higher the performance will be. This research is in line with research by Tasman et al. (2021); Supriyanto et al. (2020); Mesiono (2019) which stated that Job Satisfaction has a positive effect on Performance. The positive influence between Job Satisfaction and Performance is caused by employees who feel satisfied, indicating that the employee has understood their responsibilities well and have been recognized for their work. Employees who are satisfied in their job will be increasingly motivated to work harder to achieve the specified targets (Tasman et al., 2021). This motivation is one of the factors that influences employee performance achievement (Setiawan & Ulyapradana, 2019).

### **The Influence of Reward Towards Performance**

Rewards are a form of reciprocity from the company to employees when the employee has completed the company's duties or targets well and exceeded the company's expectations (Indah et al., 2019); (Sembiring & Sandra, 2021). Rewards are not only in the form of money or financial means such as wages, salary bonus, etc. Rewards can take the form of additional privileges, such as greater and broader responsibility and power, career advancement, opportunities to develop knowledge and skills, and obtain decent living facilities. The reward value received by employees is determined based on the employee's level of work achievement (based on performance) (Indah et al., 2019). Providing rewards aims to increase employee's motivation to work beyond targets and assist the organization to indicate which employees who can increase their competence in related fields and achieve greater achievements (Sembiring et al., 2021).

Based on the results of this research, Reward has a positive effect on Performance (H9 is accepted). This means that the greater the rewards given, the higher the performance will be. This finding is in line with research by Indah et al. (2019); Sembiring & Sandra (2021); Putra & Damayanti (2020); Hukubun et al. (2022); Fatah & Suhandini (2019); and Merry et al. (2020) which stated that rewards have a positive effect on performance.

The positive influence between Job Satisfaction and Performance can be a driving factor of the positive effect between Rewards and Performance (an indicator of an indirect influence). This is because through giving rewards, employees gain an understanding of the company's expectations. In addition, there is an opportunity to get higher added value if they perform well (achievement); thus, the employees will be motivated to achieve the company's targets, and even exceeds the specified targets (Indah et al., 2019). Giving rewards can bring satisfaction to employees because these rewards can meet employees' needs. So, when the employees feel satisfied, they pay more attention to their work and their performance will also increase (Hukubun et al., 2022).

Apart from that, the factor that affects Rewards' influence on Performance is the positive influence between Innovative Behavior on Performance (Noerchoidah et al., 2021). This is in line with the results of research on indirect effects which show that the Innovative Behavior variable mediates the relationship between reward and performance. Giving rewards can make employees more enthusiastic

about work, so they can develop their hard skills and soft skills. Skills development is very necessary for every individual because skills are needed to optimize performance and improve self-regulation (Ramadhan et al., 2021).

Indirectly, these skills have encouraged individuals in the company to show creative and innovative behavior in completing tasks delegated by the superiors. Employees who show higher creativity and innovation in their work can develop, design, create, and implement new ideas that are in line with the company's vision and mission (Putri & Suharti, 2021). With these creative ideas, employee performance will also increase because the behavior clarifies the targets each employee wants to achieve in terms of contributing to the company. Innovative behavior can increase employee creativity and encourage them to achieve competitive advantage in the market (Jalil et al., 2021). Innovative behavior can improve employee performance in terms of developing new product/service innovations by analyzing competitors' strengths and weaknesses. This will help the companies to minimize the occurrence of market failure due to losing competitiveness with similar industries.

This research contributes to the organizational development literature specifically the relationship between reward and performance. Some previous studies have shown a weak or even no relationship. This study contributes innovative behavior and job satisfaction variables in mediating the relationship between reward and performance. So this study confirms that performance can be improved through innovative behavior. This research makes a significant contribution to organizational development research specifically the relationship between rewards and organizational performance. This research found that rewards do not always directly affect employee performance, but employee innovation behavior is one of the important keys to improving employee performance. The higher the reward given to employees, the more it will increase employee innovation behavior. The more employees have the behavior to always innovate, it will encourage the performance of these employees. Therefore, company leaders must provide space for employees to be able to develop their innovative behavior.

## **6. Conclusion**

In overall, this research shows the importance for companies to implement an incentive system through providing rewards to improve employee performance. This is proven with the research findings that various types of rewards have a positive effect on employee performance, except for Job Engagement and Organizational Commitment, which have no effect on performance.

This research contributes to organizational development theory, especially how behavioral innovation can improve employee performance. So the practical implications of this research are as follows. Company management must provide space for employees to be creative and innovative so that they can develop their talents. Rewards remain important so management must be able to formulate and provide rewards that can increase employee satisfaction and encourage employees to be able to innovate. Innovation is a new important factor for companies to increase their competitiveness.

This study also fills in the research gap, namely the existence of innovative behavior that mediates the relationship between rewards and employee performance. This study provides interesting findings, namely the importance of innovative behavior within employees to improve their performance. This research shows that innovation plays an important role in increasing performance, leading to a competitive advantage for companies. For future research, companies need to identify each employee's needs and personality to find out the most appropriate strategy for implementing an incentive system with the aim of achieving the company's vision and mission. This study has limitations, namely the sampling method uses convenience sampling so that in future studies it can use a combination of convenience sampling and purposive sampling so that the data obtained can be more focused. Variable development can also be done to replace some insignificant variables so that they can contribute more to the organizational development literature, especially employee performance.

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