



## Integration of Reward, Innovative Behavior, Job Satisfaction on Job Performance for middle manager level employees

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### ABSTRACT

The purpose of this study is to investigate the relationship between reward and employee performance, which is still inconsistent. We also investigate innovative behavior and job satisfaction as variables that mediate the effect of rewards on performance. The research method used is survey method by sending questionnaires to employees at the managerial level. We used multivariate analysis as an analytical tool for this study. The result of this study is that rewards affect performance, innovative behavior, and job satisfaction. Innovative behavior and job satisfaction affect performance. Innovative behavior and job satisfaction partially mediate the relationship between reward and performance. We found that if employees are satisfied with the rewards received, it will directly encourage employee performance, and there is no need for a mediator to improve performance.

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## INTRODUCTION

The topic of rewards and performance is still an interesting issue to study because it relates very broadly with the management function in each entity. Reward is one of the management control mechanisms that ensures that every individuals in the organization carry out their activities in accordance with what the organization expects (Merchant & Stede, 2017). The more the reward is in accordance with the needs or expectations of the employee, the more the organization can control the employee. One of the management goals through the provision of rewards is to increase management performance. Performance is one of the most important aspects to ensure the sustainability of an organization. Therefore, the relationship between reward and performance is still very important and interesting to study.

Research on the effect of rewards on performance has been carried out by several researchers. However, research results on the relationship between reward and performance e still inconsistent. Several studies have found that rewards affect performance. Meanwhile, other studies found that rewards do not affect performance. This condition gives rise to an indication of an intermediary

variable that can mediate the relationship between reward and performance. Several studies have found that there are mediator variables that are able to link rewards and performance. Some of the variables found are motivation, organizational commitment, quality of work life, and work discipline (Faiqoh & Taufiq, 2020; Trisnaningsih, 2007; Sulistya & Utari, 2022, Muchsinati & Jeanny, 2021). This study used another variable, namely, innovative behavior. We assume that rewards that are in line with expectations will enable employees to innovate or to facilitate or simplify their work, therefore improving their performance. We also used job satisfaction variable as a mediating variable because when employees are satisfied with the rewards received, they are more likely to have job satisfaction that drives performance.

The purpose of this study is to investigate the effect of rewards on performance, and mediated by innovative behavior and job satisfaction. We used middle managers in this study for several reasons. Mid-level managers have certain targets to achieve, thus, we assume that they will innovate to make their work easier. They also require high innovation because they must be able to prove their achievement through targets demanded by the leadership. Furthermore, if the middle manager is satisfied with his/her job, it will influence his/her staff to work better. Thus, managers are deemed suitable as sample of this study.

To this day, reward is still an important variable in encouraging employee performance. Although several studies did not find this relationship, logically, the two variables are related. Rewards can be in the form of monetary or non-monetary, and both complement each other to ensure employees have satisfactory performance (Jusuf, 2013). Innovative behavior is a person's act in creating and taking new ideas, thoughts or ways to be applied in completing work more effectively and efficiently. Hence, someone who is satisfied with the rewards given by the company will be encouraged to create ideas so that his/her work can be optimal, thus improving his/her performance. Job satisfaction is an individual's emotional fondness towards his/her job. The more the reward received matched expectation, the more he/she will be satisfied with the work, thus improving his/her performance.

Relationship between Innovative Behavior and Job Performance, employees with innovative behavior have the tendency to collect and implement their creative ideas (Kim & Koo, 2017). Innovative employees have the willingness to learn, to develop ideas to solve problems at hand so as to improve performance (Amabile et al., 2005). Innovative behavior gives employees the courage to think based on the current reality/state of the company. This gives employees the mindset and skills to develop and encourage the achievement of company goals. Thus, the creative and innovative behavior of employees can improve employee performance whilst improving the quality of the company (Hadi & Mardikaningsih, 2020). Hence, the first hypothesis is as follows:

H1= Innovative Behavior affects Job Performance

Relationship between Job Satisfaction and Job Performance, employees play an important role in running the company's operations, because employees will manage and develop the company, hence, job satisfaction is an important thing that employees must have (Hamid, A., & Hazriyanto, H., 2019). Job satisfaction highly depends on the individual, which means that everyone has their own level of satisfaction and cannot be equated, so it is important for companies to know what employees need. Because when employees feel satisfied with their job, they will perform their best at work, and this will help the company in achieving its goals (Muqoyyarah, 2018). Thus, above descriptions underlie the second hypothesis as follows:

H2= Job satisfaction affects Job Performance

Relationship between Reward dan Innovative Behavior, there are several factors that can support innovative behavior, one of which is an award based on the performance/results of the work that has been done (Fernandez & Moldogaziev, 2012). Rewards are given as a sign of gratitude and at the same time as an acknowledgment of achievements to employees who exceed the expectations of the company's predetermined goals. Giving rewards for performance will make employees focus on their performance and want to find more ways to earn profits in the longer term.

Therefore, there are expectations from individual employees that encourage innovative behavior, so that they can carry out their performance better, and are expected to get more rewards in the future. Research by Sanders et al. (2018) also found that rewards will encourage innovative behavior. Therefore, the third hypothesis is as follows:

H3= Reward affects Innovative behavior.

Relationship between Reward and Job Satisfaction, job satisfaction is an emotional condition that shows how employees view their work. It can be a pleasant or unpleasant emotion (Siagian N. F, Enre A, & Panjaitan, R. E., 2019). Giving rewards or awards is one way that companies can attempt as an effort to increase employee satisfaction and as a form of payment or remuneration from the company for employees who have done work optimally by sacrificing energy, time, and thoughts. Rewards can increase job satisfaction because by giving awards that are in accordance with the needs and contributions of employees, employees will feel satisfied and show positive attitude at work such as working enthusiastically, to the best of their ability, and full of discipline (Rohwiyati, 2019). Based on the descriptions above, the fourth hypothesis is as follows:

H4= Reward affects Job Satisfaction

Relationship between Reward and Job Performance, reward is one way to improve the quality of human resources. Rewards are given by the company to employees and are used as a form of feedback to employee regarding their performance or contributions to the company. Rewards are given to motivate and encourage employees to perform better (Ramadanita, et al., 2021). In addition, research by Ratanto et al. (2013) and Griep et al. (2009) found that reward is one of the biggest factors affecting performance. From the explanation above, it appears that the more the rewards are in accordance with expectations, the more optimal employee performance will be. Therefore, the fifth hypothesis is as follows:

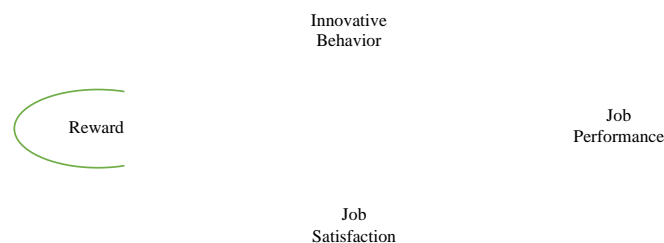
H5= Reward affects Job Performance

Innovative behavior and Job Satisfaction as mediating variables for the relationship between reward and job performance. Based on the explanation above, the effect of rewards on innovative behavior, job satisfaction, and job performance has been studied. Rewards received by employees will make employees work efficiently, and one of the responses is the employee's innovative behavior. In addition, the rewards received increase employee satisfaction at work. Satisfied employees will be encouraged to excel. Likewise, innovative behavior will encourage employees to perform optimally. From these explanations, we interpret that rewards received by employees will improve their performance through innovative behavior and job satisfaction, thus, the sixth and seventh hypotheses are as follows:

H6= Innovaitve behavior mediates the relationship between reward and job performance

H7= Job satisfaction mediates the relationship between reward and job performance.

The following is the research model:



**Figure 1.** Research Model

## RESEARCH METHOD

This research uses survey method. We used online questionnaires to collect data from respondents. The respondents of this research are management level of several companies in West Surabaya, Surabaya City, East Java. After we collected the data, we processed it using multivariate analysis. Our operational variables are taken from several previous journals. We adapted the reward variable from Bhardwaj and Sushil (2012) and Weerakoon (2014). There are 9 indicators for the reward variable, measured with a Likert scale from 1 to 7. The innovative behavior variable was adapted from Scott and Bruce (1994). There are 6 indicators of innovative behavior and measured with a Likert scale from 1 to 7. We developed the job satisfaction variable from Agho, James, and Mueller (1992). We developed it into 21 indicators measured with a Likert Scale from 1 to 7. We developed the job performance variable from Koopmans (2014). We use 7 indicators measured with a Likert scale ranging from 1 to 7.)

## RESULTS AND DISCUSSIONS

Questionnaires were sent using g-form to the respondents. The questionnaires that were successfully returned and could be processed were 123 questionnaires. The profile of the respondents in this study is as follows: 49% male respondents and 51% female respondents; respondents' educations are 13% Vocational High School, 7% Diploma, 5% Master's Degree, and 75% Bachelor's Degree; Respondents' age ranges are 7% above 50 years, 30% between 41-50 years, 22% between 31 to 40 years and 41% under 30 years old; work experience of under 5 years is 36%, 5-10 years is 21%, and above 10 years is 43%. Thus, majority of the respondent of this study is female managers with a bachelor's degree education, under the age of 30 years, and with work experience of more than 10 years. From this, it can be concluded that the respondents are experienced and well educated.

### Validity and Reliability Test

To test the convergent validity we carried out three tests. In the first test there are several items with values of  $<0.7$ , namely JS6, RE4, and RE6. Then, the second test was carried out and there was still one item with a value of  $<0.7$ , namely RE5, so it had to be removed and the third test followed. In the third test, all items already have a value of  $>0.7$ . Thus, it can be concluded that all items on all variables have fulfilled the convergent validity test (Loading Factor Value  $> 0.7$ ). Table 1 below is the final result of convergent validity test.

**Table 1.** Loading Factor Values

|      | Innovative Behavior | Job Performance | Job Satisfaction | Reward |
|------|---------------------|-----------------|------------------|--------|
| IB1  | 0.808               |                 |                  |        |
| IB2  | 0.836               |                 |                  |        |
| IB3  | 0.719               |                 |                  |        |
| IB4  | 0.850               |                 |                  |        |
| IB5  | 0.753               |                 |                  |        |
| IB6  | 0.803               |                 |                  |        |
| JP1  |                     | 0.859           |                  |        |
| JP2  |                     | 0.890           |                  |        |
| JP3  |                     | 0.911           |                  |        |
| JP4  |                     | 0.891           |                  |        |
| JP5  |                     | 0.898           |                  |        |
| JP6  |                     | 0.887           |                  |        |
| JP7  |                     | 0.888           |                  |        |
| JS1  |                     |                 | 0.825            |        |
| JS10 |                     |                 | 0.816            |        |
| JS11 |                     |                 | 0.825            |        |
| JS12 |                     |                 | 0.844            |        |
| JS13 |                     |                 | 0.833            |        |

|      |       |       |
|------|-------|-------|
| JS14 | 0.863 |       |
| JS15 | 0.834 |       |
| JS16 | 0.757 |       |
| JS17 | 0.796 |       |
| JS18 | 0.756 |       |
| JS19 | 0.840 |       |
| JS2  | 0.756 |       |
| JS20 | 0.833 |       |
| JS21 | 0.849 |       |
| JS3  | 0.748 |       |
| JS4  | 0.736 |       |
| JS5  | 0.712 |       |
| JS7  | 0.837 |       |
| JS8  | 0.831 |       |
| JS9  | 0.829 |       |
| RE1  |       | 0.804 |
| RE2  |       | 0.809 |
| RE3  |       | 0.872 |
| RE7  |       | 0.772 |
| RE8  |       | 0.844 |
| RE9  |       | 0.836 |

Next, we tested the discriminant validity using the Cross loading factor and Average Variance Extracted (AVE) as presented in Tables 2 and 3 below.

**Table 2.** Cross Loading Factor

|                     | Innovative Behavior | Job Performance | Job Satisfaction | Reward |
|---------------------|---------------------|-----------------|------------------|--------|
| Innovative Behavior | 0.796               |                 |                  |        |
| Job Performance     | 0.521               | 0.889           |                  |        |
| Job Satisfaction    | 0.601               | 0.644           | 0.807            |        |
| Reward              | 0.545               | 0.630           | 0.861            | 0.823  |

**Table 3.** Average Variance Extracted

| Average Variance Extracted (AVE) |       |
|----------------------------------|-------|
| Innovative Behavior              | 0.634 |
| Job Performance                  | 0.791 |
| Job Satisfaction                 | 0.652 |
| Reward                           | 0.678 |

Tables 2 and 3 show that the discriminant validity has been met, namely the results of the cross loading factor test, the loading factors are greater than the cross loading and the AVE values are > 0.5. Then, we conducted a reliability test and the results are presented in table 5 below.

**Table 4.** Reliability Test

|                     | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|---------------------|------------------|-------|-----------------------|----------------------------------|
| Innovative Behavior | 0.884            | 0.888 | 0.912                 | 0.634                            |
| Job Performance     | 0.956            | 0.957 | 0.964                 | 0.791                            |
| Job Satisfaction    | 0.972            | 0.972 | 0.974                 | 0.652                            |
| Reward              | 0.905            | 0.908 | 0.927                 | 0.678                            |

From table 4 it can be seen that all items are reliable because the values of Cronbach's Alpha are  $\geq 0.7$ , so it can be concluded that it is reliable. After we tested the validity and reliability, we tested the model fit as presented in table 5 below.

**Table 5. Model Fit**

|                     | Cronbach's<br>Alpha | rho_A | Composite<br>Reliability | Average Variance<br>Extracted (AVE) |
|---------------------|---------------------|-------|--------------------------|-------------------------------------|
| Innovative Behavior | 0.884               | 0.888 | 0.912                    | 0.634                               |
| Job Performance     | 0.956               | 0.957 | 0.964                    | 0.791                               |
| Job Satisfaction    | 0.972               | 0.972 | 0.974                    | 0.652                               |
| Reward              | 0.905               | 0.908 | 0.927                    | 0.678                               |

From the table it can be concluded that the model is said to be fit because the SRMR value is <0.1 and the NFI is close to 1. The output of the SRMR value is 0.049 (<0.10) and the NFI value is 0.821 (close to 1), so the model is said to be fit. Next, we calculated the coefficient of determination, which is presented in the following table.

**Table 6. Coefficient of Determination (R-Square)**

|                     | R Square | R Square Adjusted |
|---------------------|----------|-------------------|
| Innovative Behavior | 0.298    | 0.296             |
| Job Performance     | 0.462    | 0.458             |
| Job Satisfaction    | 0.741    | 0.741             |

Table 6 shows that 29.8% of Innovative Behavior is explained by Reward variable, while the remaining 70.2% is explained by other variables not included in the model. 46.2% of Job Performance variable is explained by Innovative Behavior, Reward and Job Satisfaction variables, while the remaining 53.8% is explained by other variables not included in the model. 74.1% of Job Satisfaction variable is explained by the Reward variable, while the remaining 25.9% is explained by other variables not included in the model. Next, we tested the hypotheses, the results of which are presented in table 7 below:

**Table 7. Hypotheses Testing**

|   | Original<br>Sample (O) | Sample<br>Mean<br>(M) | Standard<br>Deviation<br>(STDEV) | T Statistics<br>( O/STDEV ) | P<br>Values |
|---|------------------------|-----------------------|----------------------------------|-----------------------------|-------------|
| Innovative Behavior -> Job Performance              | 0.197                  | 0.199                 | 0.051                            | 3.861                       | 0.000       |
| Job Satisfaction -> Job Performance                 | 0.293                  | 0.292                 | 0.085                            | 3.458                       | 0.001       |
| Reward -> Innovative Behavior                       | 0.545                  | 0.547                 | 0.046                            | 11.954                      | 0.000       |
| Reward -> Job Performance                           | 0.630                  | 0.630                 | 0.040                            | 15.668                      | 0.000       |
| Reward -> Job Satisfaction                          | 0.861                  | 0.861                 | 0.019                            | 46.505                      | 0.000       |
| Reward -> Innovative Behavior -> Job<br>Performance | 0.108                  | 0.109                 | 0.032                            | 3.387                       | 0.001       |
| Reward -> Job Satisfaction -> Job<br>Performance    | 0.252                  | 0.252                 | 0.073                            | 3.448                       | 0.001       |

Table 7 indicates the following conclusions. Innovative Behavior has a significant influence on Job Performance and Job Satisfaction has a significant influence on Job Performance. Meanwhile, rewards have a significant influence on Innovative Behavior, job performance, and job satisfaction. Therefore, hypotheses one to five can be accepted. As for the mediating variable, this study found that both innovative behavior and job satisfaction were able to partially mediate the relationship between reward and job performance. Thus, reward variable can have a direct effect on job performance without innovative behavior and job satisfaction variables.

The results show that innovative behavior has a positive effect on performance, meaning that the higher the innovative behavior, the higher the employee's performance. Innovation affects performance because innovation will produce new, valuable, rare, and inimitable resources that will make the employee appreciated and get rewarded. This will encourage the employee to perform better. Innovation leads to the enrichment of the company's strategic resources and sustainable competitive advantage as an important aspect to achieve organizational performance. Innovations that are successfully made by each individual will enrich the organization and will further create a

differentiating factor from other organizations. The results of this study support previous research and emphasize the relationship between innovation ability and performance, such as from the research conducted by Samad (2012). The results show that innovation has an impact on performance. This study supports previous studies, which found that innovative behavior affects job performance (Kim & Koo, 2017; Hadi & Mardikaningsih, 2020; Irawati & Nurfadilah, 2021).

Job satisfaction affects job performance. Job satisfaction is a general attitude of an individual towards his/her job; the job includes interactions with coworkers and superiors, following organizational rules and policies, meeting performance standards, work conditions that are often less than ideal and other similar factors. Job satisfaction is an assessment, feeling or attitude of a person or employee towards his/her work and related to the work environment, such as the fulfillment of several wants and needs through work or work activities. When a person's needs have been met, satisfaction will arise. Likewise, if employees are satisfied with their work relationships, working conditions and other aspects of their work, their performance will increase. The results of the study show that job satisfaction has a positive influence on performance, meaning that the higher the employee's job satisfaction, the better the performance. The research supports several previous studies (Wijaya, I. K., 2018; Javed, Balouch, & Hassan, 2014; Hamid & Hazriyanto, 2019).

Rewards affect innovative behavior. From the results of the study, it can be concluded that rewards have a positive effect on innovative behavior. This means that the higher the reward given, the higher the innovative behavior of the employees. Innovative behavior refers to the ability of people to create and develop new ideas. To be able to develop innovative behavior, this study found that reward is an important aspect to encourage innovative behavior. New ideas emerge if employees no longer have to think about their basic needs, meaning that when employees are still thinking about how to make ends meet, they will not have time to create innovative ideas. Or, they prefer routine work rather than to think of innovative ideas. Rewards will motivate employee to work better; it can encourage people to find innovative ideas or ideas to help them work faster and better. This is where innovative ideas emerge, which are part of innovative behavior. This study supports previous studies (Fernandez & Moldogaziev, 2012; Sanders et al., 2018).

Rewards affect job satisfaction. The results of the study show that rewards have a positive effect on job satisfaction, meaning that the higher the reward given, the higher the employee job satisfaction. This study found that the rewards received by employees seem to have fulfilled the wishes of employees so as to encourage employee job satisfaction. This means that job satisfaction depends on the rewards received by employees. Employees still expect appropriate rewards because these rewards will increase the level of employee satisfaction. Conversely, rewards that are far from expectations will reduce employee satisfaction. This research shows the same results as previous studies (Muqoyyarah, 2018; Siagian, Enre, & Panjaitan, 2019; Jehanzeb et al, 2012; Rohwiyati, 2019). Rewards affect Job Performance. The results of the study show that rewards have a positive effect on performance, meaning that the higher the reward given, the higher the employee's performance. This research proves that reward is one of the important factors to improve performance. This means that the rewards have met employees' expectations, thus improving employee performance. This research supports previous research (Indah, Rahmawati, & Andiani, 2019; Pramesti, Sambul, & Rumawas, 2019; Dwiyantri & Dudija, 2019).

Innovative behavior and Job Satisfaction mediate the relationship between reward and job performance. The higher the rewards, the higher the employees; innovative behavior and the more it will improve employee performance. Likewise, the higher the rewards, the higher the employee satisfaction. With increasing employee satisfaction, employees will improve their performance. This study found that innovative behavior and job satisfaction partially mediate. This means that according to this research, the effect of reward on performance will not be influenced by the presence or absence of innovative behavior and employee satisfaction. One possible explanation is that respondents who are experienced and have managerial positions are more mature in terms of work, and it seems that the rewards they receive have met their needs and expectations.

## CONCLUSION

The conclusion of this study is that rewards affect innovative behavior and job satisfaction, innovative behavior and job satisfaction affect performance, and that innovative behavior and job satisfaction partially mediate the relationship between reward and performance. Our research found that the more attractive the employee rewards, the better the employees' ability to come up with innovative ideas or ideas that will improve their performance. Besides that, adequate rewards will increase employee satisfaction at work, thus improving their performance. Judging from the coefficient of determination, the two variables of this research, namely innovative behavior and job satisfaction are quite satisfactory (moderate) in explaining the determinants of performance. The findings of this study prove that if the reward has met employee expectations, then even without the support of any variables, it will encourage better employee performance. This happens to our respondents; managers who seem to already have sufficient rewards because they are already at the managerial level.

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