THE INFLUENCE OF REWARD, WORK DISCIPLINE AND WORK STRESS ON EMPLOYEE PERFORMANCE STUDY ON PT. DAYA ANUGRAH MANDIRI MANADO

PENGARUH REWARD, DISIPLIN KERJA DAN STRES KERJA TERHADAP KINERJA KARYAWAN STUDI PADA PT. DAYA ANUGRAH MANDIRI MANADO

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Abstract: An organization needs good quality human resources in order to achieve organizations goals. To achieve the goals, the organization have to improve its employee performance. There are several factors that can influence employee performance such as reward, work discipline and work stress. This study aims is to to find out whether the reward, work discipline and work stress influence the employee performance at PT. Daya Anugrah Mandiri Manado partially and simultaneously. This study uses quantitative method and Multiple Linear Regression to analyze the data. The research respondents of this study consist of 41 employees of PT. Daya Anugrah Mandiri Manado. The result of this study showed that reward, work discipline and work stress has an influence on employee performance partially. Simultaneously, reward, work discipline and work stress has an influence on employee performance. Therefore, PT. Daya Anugrah Mandiri Manado can maintain and improve the reward and work discipline but also maintain the work stress on employees from being excessive, in order to increase employee performance.

Keywords: reward, work discipline, work stress, employee performance

Abstrak: *Suatu organisasi membutuhkan sumber daya manusia yang berkualitas untuk mencapai tujuan organisasi. Untuk mencapai tujuan tersebut, organisasi harus meningkatkan kinerja karyawannya. Ada beberapa faktor yang dapat mempengaruhi kinerja karyawan seperti reward, disiplin kerja dan stres kerja. Penelitian ini bertujuan untuk mengetahui apakah reward, disiplin kerja dan stres kerja berpengaruh terhadap kinerja karyawan pada PT. Daya Anugrah Mandiri Manado secara parsial dan simultan. Penelitian ini menggunakan metode kuantitatif dan Regresi Linier Berganda untuk menganalisis data. Responden penelitian ini terdiri dari 41 karyawan PT. Daya Anugrah Mandiri Manado. Hasil penelitian ini menunjukkan bahwa reward, disiplin kerja dan stres kerja berpengaruh terhadap kinerja karyawan secara parsial. Reward, disiplin kerja dan stres kerja berpengaruh terhadap kinerja karyawan secara simultan. Oleh karena itu, PT. Daya Anugrah Mandiri Manado dapat menjaga dan meningkatkan reward dan disiplin kerja namun juga menjaga agar stres kerja pada karyawan tidak berlebihan, guna meningkatkan kinerja karyawan.*

Kata Kunci: *reward, disiplin kerja, stres kerja, kinerja karyawan*

INTRODUCTION

Research Background

In this digitalization era, the business competition is in high levels. Rapid development must be followed by superior human resources. Armstrong and Taylor (2014) stated that human resources management provides added value and helps the organization in achieving competitive advantage. Human resources is one of the key factors in global competition, it is about how the organization create good quality human resources who have skills and highly competitive. Tsauri (2013) stated that in achieving its goals, organization needs human resources

as organizational managers, the managers have to pay attention to several important aspects such as, training, development, motivation and other aspects, so that the organization can be running well.

One of the determinants of business and organization performance progress is the ability in managing the performance of employees. According to Marwansyah (2012), performance is a person's achievements related to the tasks assigned to him. Performance is also defined as a combination of work results and competencies. Occasionally, employee performance cannot grow itself from within the employees. Therefore, the organization need to implement several human resource management concepts and techniques.

To increase employee performance, the company have to give rewards as an appreciation to their employees in order to motivate them. According to Ibrar and Khan (2015), an effective reward system can motivate employees to do their job at high levels. Employee performance also can be improved by creating employee work discipline, as stated by Tsauri (2013), discipline is useful in educating employees to obey and enjoy existing regulations, procedures and policies so that they can produce good performance. In an organization, the aims of work discipline is to make all employees in the organization are willing to obey the organization regulations

The other factor that can influence employee performance is work stress. According to Ivancevich, Konopaske and Matteson (2014), stress is an adaptive response, moderated by individual differences, that is a consequences of any action, situation, or event that places special demands on a person. Stress is needed to help all individual function to produce at high level, but stress also can have bad influence for the employees, it depends on the individual.

Every organization wants to improve their employee performance in order to achieve organization's goals including PT. Daya Anugrah Mandiri Manado. PT. Daya Anugrah Mandiri or better known as Daya Motor is a subsidiary of Daya Group which is engaged in motorcycle sales, Honda spare parts and motorcycle maintenance. This company also provides reward and enforces discipline on their employees. Work stress also occur on employees of PT. Daya Anugrah Mandiri Manado. Based on the background, the author wants to know whether reward, work discipline and work stress have an influence on employee performance at PT. Daya Anugrah Mandiri Manado.

Research Objective
   The objectives of this research are:
1. To identify the influence of reward on employee performance at PT. Daya Anugrah Mandiri Manado partially.
2. To identify the influence of work discipline on employee performance at PT. Daya Anugrah Mandiri Manado partially.
3. To identify the effect of work stress on employee performance at PT. Daya Anugrah Mandiri Manado partially.
4. To identify the effect of reward, work discipline and work stress on employee performance at PT. Daya Anugrah Mandiri Manado simultaneously.

THEORETICAL FRAMEWORK

Reward
   Reward is a tangible or intangible thing that company provides to their employees in exchange for the employee's performance (Shields et al., 2015). Reward can be used by the company to motivate its employee to increase their performance. Also the company provides reward to their employees as an appreciation for their good performance. According to Ivancevich, Konopaske and Matteson (2014), reward can be clarified into two categories, such as: extrinsic reward and intrinsic reward. The form of extrinsic reward including: salaries and wages, employee allowance, intrapersonal reward and promotion. Intrinsic reward can be in form of: completion, achievement, autonomy and personal growth.

Work Discipline
   According to Tsauri (2013), discipline is a direction to establish someone to do something better. A good employee discipline will expedite to achieve company's goals, while the decreased discipline will delaying the achievement of company goals. According to Sutrisno (2013), there are seven factors that affect work discipline, such as: the size of compensation, exemplary leaders in company, definite rules that people can hold on to, leadership courage in taking actions, supervision of the leader, attention to employee and creating habits that support the enforcement of discipline.

Work Stress

According to Mangkunegara (2013), work stress is feeling depressed experienced by employees in an organization in dealing with their work. Stress is needed to help all employees to increase good performance, this occurs when the individual perceives a situation in a positive way (Ivancevich, Konopaske and Matteson, 2014). According to Vanchapo (2020), there are three causes of stress, namely: organizational causes, individual causes and environmental causes.

Employee Performance

Employee performance is a work result of the employees in a company. According to Hasibuan (2017), employee performance is an effort to manage employee competencies carried out by the organization so that the employee has the level of performance expected by the organization, namely being able to provide optimal contributions so that they are able to achieve organization goals.

Previous Research

Ibrar and Khan (2015) examined the impact of reward on employee performance at Malakand Private School. The aim of this study is to investigate the impact of reward on employee performance in private school. The study also aimed to show how to employee improve the performance has in reward system. Questionnaire is used as instrument and 100 questionnaires were used to check the respondent's opinion. This research used descriptive analysis and multiple regression to analyze the data. The result of this study showed that there is positive relationship between reward and employee performance.

Sunarsi (2017) examined the influence of leadership style and work stress on employee performance at CV. Usaha Mandiri Jakarta. This research method uses quantitative methods with distributed questionnaires to obtain primary data to employees CV.Usaha Mandiri with a saturated sample of 65 respondents. The result of this study is leadership style and work discipline has a positive and significant effect on employee performance.

Wartono (2017) determined the level of work stress and performance employees at Mother And Baby Magazine, and is there a significant influence between job stress on employee performance. Sampling using the saturated sample method with respondents 35 people of the total employees. The method used to process and analyze the data are Product Moment Correlation Test, Correlation Test, and t-test. The result of this study showed that there is a positive and significant influence of work stress on employee performance.
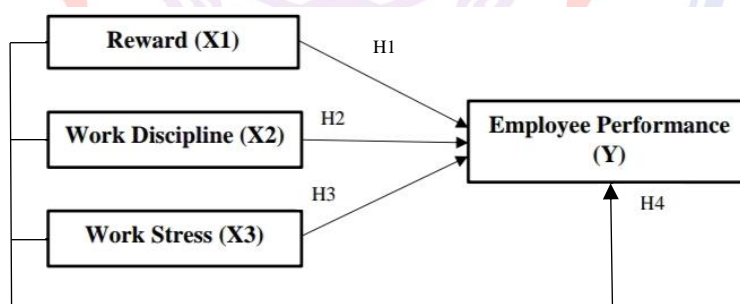
Conceptual Framework

Figure 1. Conceptual Framework
Source: Data Processed (2021)

RESEARCH METHOD

Research Approach

This study is using quantitative approach. Sugiyono (2013) defines quantitative research method as a research method based on positivism philosophy, used to research on a particular population or sample, data collection using research instruments.

Population, Sample, and Sample Technique

Population in this research is the employees at PT. Daya Anugrah Mandiri Manado that have 41 total of employees. Total population in this study is less than 100, hence the sample of this study is all the population.

According to Sugiyono (2013) saturation sampling is a sampling technique when all members of population is used as sample. This sampling technique is used if the total population is small.

Data Collection Method

To obtain primary data in this study, the technique used is distributed questionnaires. Questionnaire is data collection techniques that is done by giving a set of question a written statement to the respondent to answer (Sugiyono, 2013). The data obtained from the respondents have to get valid and reliable data. To measure the variables, five-point Likert Scale is used by the author in this study.

Operational Definition of Research Variable

1. Reward. Related to something provided by the company to appreciate and motivate employee's good performance. (Indicators: Intrinsic Reward; completion, achievement, autonomy and personal growth. Extrinsic Reward; salaries and wages, employee allowance, intrapersonal reward and promotion)
2. Work Discipline. Related to the attitude and behavior of employees in obeying the rules and procedures in company. (Indicators: Attendance rate, obedience to work regulations, obedience to work standards, high vigilance level and work ethically)
3. Work Stress. Related to a condition when the employees are feeling pressured at work. (Indicators: Task pressure, work pressure, interpersonal pressure, organizational structure and organizational leadership)
4. Employee Performance. Related to the result of work done by employees in the company. (Indicators: Target, quality, completion time and obey to the principle)

Data Analysis Method
Validity and Reliability Test

Validity test in this study used Pearson Product Moment, where the items are valid if r count are greater than r table with a 5% significant level. Cronbach's Alpha formula was used to test the reliability of each variable. The data can be stated as reliable if the variable value of Cronbach's Alpha is greater than 0.60.

Multiple Regression Analysis Model

According to Gujarati in Ghozali (2018) multiple linear regression analysis basically is the study of the dependence of dependent variable with one or more dependent variables. The author use this analysis to find out the influence of reward, work discipline and work stress on employee performance. The form of equation is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:
Y   = Employee Performance
a   = Constant
X_1 = Reward
X_2 = Work Discipline
X_3 = Work Stress
b_1, b_2, b_3 = Coefficient of each variable
e   = Error

RESULT AND DISCUSSION

Result
Validity and Reliability Test

The validity test is used Microsoft Excel with Product Moment Correlation formula, where the items are valid if r value are greater than r table. The validity test result shows that each item of the variable reward (X1), work discipline (X2), work stress (X3) and employee performance (Y) has r value > r table, with the 5% significance value (0.308). Therefore, based on the result, all of the item of the variable is valid. SPSS 20 software with Cronbach's Alpha formula was used to test the reliability of this study. The data is reliable if the item value of Cronbach's Alpha is greater than 0.6. The reliability test result shows that the Cronbach's Alpha value of the variables is greater than 0.6. Therefore, the variables data of this study is reliable.

Classical Assumption Test
Normality Test
　　　　The normality test is used to test if the data is normally distributed or not**.** Normality test in this research is using Kolmogorov-Smirnov method. The author conducted a test using non parametric one sample Kolmogorov-Smirnov method (One Sample K-S), if the significance value is above 5% or 0.05, then the data has a normal distribution. The table 1 below shows that the significance value is 0.400, which is more than 0.05. Therefore, it can be stated that the data is normally distributed.

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		41
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	3.46752204
Most Extreme	Absolute	.140
Differences	Positive	.061
	Negative	-.140
Kolmogorov-Smirnov Z		.895
Asymp. Sig. (2-tailed)		.400

a. Test distribution is Normal.

b. Calculated from data.

Source: SPSS Data Processed (2022)

Multicollinearity Test
　　　　Multicollinearity tests is used to test whether there is a correlation between the independent variables in the regression model by looking at the VIF (Variance Inflation Factor) and Tolerance value. If the VIF value is below 10.00 and the tolerance value is more than 0.100, then the regression model has no multicollinearity problem.

Table 2. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Reward	.788	1.269
Work Discipline	.874	1.144
Work Stress	.855	1.170

Source: SPSS Data Processed (2022)

　　　　Table 2 above shows that all the tolerance value of each variables are more than 0.100, and the VIF value of each variables are below 10.00. Therefore, it can be concluded that the regression model has no multicollinearity problem.

Heteroscedasticity Test
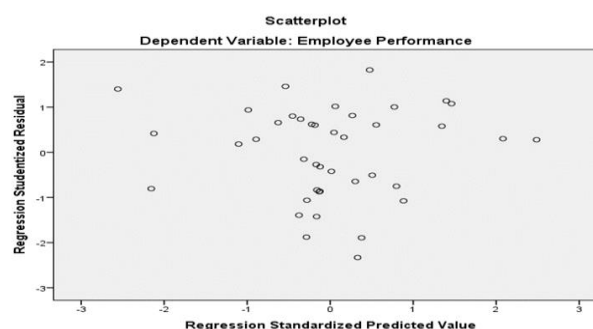
Figure 2. Heteroscedasticity Test
Source: SPSS Data Processed (2022)

The heteroscedasticity test is used to determine whether there is an inequality of variance in the residuals (error) from one observation to another. It can be stated that there is no heteroscedasticity in the regression model if the point on the scatterplot graph are spread randomly, both above and below the number 0 on the Y axis. Based on the Figure 2, it can be concluded that heteroscedasticity does not occur for all independent variables in this research.

Multiple Linear Regression Analysis
Table 3. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients
		B	**Std. Error**	**Beta**
1	(Constant)	3.283	9.214	
	Reward (X1)	.085	.199	.063
	Work Discipline (X2)	.349	.220	.220
	Work Stress (X3)	.486	.137	.497

Source: SPSS Data Processed (2022)

Based on the data analysis in Table 3 above, the following are the results of the multiple linear regression equation:

$$Y = 3.283 + 0.085 + 0.349 + 0.486 + e$$

The interpretation of the multiple linear regression equation are as follows:
1. The constant value is positive at 3.283. It means that if there is no change in variable X1, X2, and X3 (the values of independent variables are 0), then the variable Y is 3.283.
2. The value of Reward (X1) is 0,085. If there is a change in reward (X1), there will be an increase in employee performance (Y) by 8.5%.
3. The value of discipline (X2) is 0.349. If there is a change in discipline (X2), there will be an increase in employee performance (Y) by 34.9%.
4. The value of work stress (X3) is 0.486. If there is a change in the work stress (X3), there will be an increase in employee performance (Y) by 48.6%.

Table 4. Coefficient of Determination Test

R	R Square	Adjusted R Square	Std. Error of the Estimate
.614[a]	.377	.326	3.60536

Source: SPSS Data Processed (2022)

Based on the table 4, the value of R square is 0.377. It means the effect of variable Reward (X1), Work Discipline (X2) and Work Stress (X3) on Employee Performance (Y) is at 37,7%, while the remaining is influenced by other factors not examined in this study.

Hypothesis Testing

Table 5. T-test

Variable	Tcount	Ttable	Status
Reward (X1)	2.128	2.026	Accepted
Work Discipline (X2)	2.290	2.026	Accepted
Work Stress (X3)	4.284	2.026	Accepted

Source: SPSS Data Processed (2022)

Based on the table 5 above, the result of the T-test as follow:
1. The t count of variable X1 is 2.128 > t table = 2.026 and the value of significant level is lower than 5% (0.05), it means H1 is accepted. Reward has a significant influence on employee performance.
2. The t count of variable X2 is 2.290 > t table = 2.026 and the value of significant level is lower than 5% (0.05), it means H2 is accepted. Work discipline has a significant influence on employee performance.
3. The t count of variable X3 is 4.284 > t table = 2.036 and the value of significant level is lower than 5% (0.05), it means H3 is accepted. Work stress has a significant influence on employee performance.

Based on the table 6 below, the value of fcount is 105.322 and the significance level is 0.000. The value of ftable is 3.09 it means fcount is more than ftable. The result shows that Brand Prestige (X₁) and Brand Credibility (X₂) are affecting Purchase Intention (Y) simultaneously.

Table 6. F-test

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	290.808	3	96.936	7.457	.001[b]
	Residual	480.948	37	12.999		
	Total	771.756	40			

Source: SPSS Data Processed (2022)

Based on the table 6 above, the f count is greater than f table, which is 7.457 > 2.85 and the value of significant level is 0.001 < 0.05, it can be stated that variable reward (X1), work discipline (X2) and work stress (X3) has a significant influence on employee performance simultaneously. It means H4 is accepted.

Discussion
Reward on Employee Performance
Rewards can be used by the company in order to increase good job performance (Ivancevich, Konopaske and Matteson, 2014). The rewards must be valued by the person, and they must be related to the level of job performance. According to the statement, it can be said that rewards affect employee performance. To create a good performance, the company must pay attention whether the reward that they provided is in accordance with the workload and the responsibility of the employee. PT Daya Anugrah Mandiri Manado also a company that provides reward to its employees to increase their performance. The result of the study showed that reward has a significant influence on employee performance. It means that the better the reward received by employees, the better they produce their performance. Reward system implemented by PT. Daya Anugrah Mandiri Manado has been running well so that it has succeeded in influencing employee performance. Reward is important to provide by the company, it because reward can motivate employees to do their job at high level. The result of this study are in accordance with research conducted by Panekenan, Tumbuan and Rumokoy (2019) who found that giving rewards affects employees performance.

Work Discipline on Employee Performance
Discipline is useful in educating employees to obey and enjoy existing regulations, procedures and policies so that they can produce good performance (Tsauri, 2013). According to the definition, it can be said that work discipline affect employee performance. One of the most important thing that the company have pay attention in order to have good employee performance is discipline. Employees who have good work discipline will enable them to perform well and vice versa undisciplined employee will perform poorly (Cesilia, Tewal and Tulung, 2018). It because the employees are not act arbitrarily that violates company regulations, so that it can hinder good performance. PT. Daya Anugrah Mandiri also enforce discipline towards its employees, such as coming to work on time, attendance, completing deadlines, work ethics and work carefully. The result of the study showed that work discipline has a significant influence on employee performance. It means if work discipline implemented by the employees is increase, then the employee performance will increase. The result of this study are in accordance with research conducted by Kustini and Sari (2020) who found that discipline has an effect on employee performance.

Work Stress on Employee Performance
Stress can affect employee performance whether in negative or positive way, as stated by Ivancevich, Konopaske and Matteson (2014) stress is needed to help all employees to increase good performance, this occurs when the individual perceives a situation in a positive way. Whether stress is positive or negative depends on the individual's tolerance level. According to the definition, it can be said that work stress affect employee performance. All employees have experienced stress at work, for example feeling pressure because a lot of work and short deadline. After conducted an observation on the employees of PT. Daya Anugrah Mandiri's social media, it found that the employees have feel stress at work, such as a lot of task and they have to stay at the office even after working hours, whether they are not able to complete the task on time or indeed the task is too much. Also there is other factors that can cause work stress, namely role pressure, interpersonal pressure, organizational

structure, and organizational leadership give management style on organization. The result of the study showed that work stress has a significant influence on employee performance. This means the employees respond positively towards work stress. The result of this study are in accordance with research conducted by Cahyana and Jati (2017) who found that work stress has a positive and significant effect on employee performance.

Reward, Work Discipline and Work Stress on Employee Performance

The last discussion of this research is about how the independent variables affect dependent variable. The result of this study showed that reward, work discipline and work stress as the independent variables, has a significant influence on employee performance as the dependent variable simultaneously. Reward can used by the company to appreciate and motivate employees in order to get good performance. The company have to enforce discipline to make the employees work carefully according to the procedures and obey to the regulations in order to increase work performance. In dealing with work, the employees can experience work stress, both due to internal or external factors. The employees of PT. Daya Anugrah Mandiri Manado have a positive respond towards work stress. The result of this study are in accordance with research conducted by Manalu et al. (2021), who found that work stress, work discipline and compensation has an influence on employee performance simultaneously.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the analysis and discussion, the result of this study are as follows:
1. Reward has an effect on employee performance at PT. Daya Anugrah Mandiri Manado.
2. Work Discipline has an effect on employee performance at PT. Daya Anugrah Mandiri Manado
3. Work stress has an effect on employee performance at PT. Daya Anugrah Mandiri Manado
4. Reward, discipline and work stress simultaneously affect employee performance at PT. Daya Anugrah Mandiri Manado

Recommendation

Based on the result of the study, the author have several recommendation such as:
1. For the company, it is suggested to maintain the reward system in order to improve employee performance. Work discipline of the employees is still lack, especially in terms of coming to work on time. The enforcement of discipline must be assertive and the company leaders must be a good example of discipline for employees. The pressure at work is expected to be well controlled so that work stress on employees is not excessive, so that it can interfere with their mental and physical health.
2. For the future researchers can add intervening variable between independent and dependent variable. And it is suggested to conducting a research with other variable that can affect employee performance such as work-life balance, punishment, motivation and others.

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