



The Influence of Performance Appraisal and Reward on Employee Performance ss Mediated by Employee Job Satisfaction on PT. Expert Jaya Group (Property Company)

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Abstract: This research aims to analyze the factors that influence employee performance based on performance appraisal, rewards and employee job satisfaction at PT Expert Jaya Group. The population of this research is employees from PT Expert Jaya Group with a sample size of 104 permanent employees. The data analysis method uses Structural Equation Model Partial Least Square (SEM-PLS). The results of the study found that performance appraisal has a significant effect on employee performance, performance appraisal has a significant effect on employee job satisfaction, rewards have no effect on employee performance, rewards have a significant effect on employee job satisfaction, employee job satisfaction has a significant effect on employee performance, employee job satisfaction significantly mediates performance appraisal of employee performance, and employee job satisfaction significantly mediate rewards on employee performance.

Keywords: Performance Appraisal, Rewards, Employee Job Satisfaction, Employee Performance

Introduction

Human resources are the main investment for companies that plan actively, and determine the company's success. In the current era of business competition, companies must find strategies to get the best talent, so developing quality human resources is very important (Nawangarsi, 2020). Employees play an important role in achieving global competitive advantage (Muriuki & Wanyoike, 2021), with performance contributions that determine the company's success. Performance is the most important factor in achieving company success. Good performance has a positive impact, while bad performance makes it difficult to achieve success. Performance includes mental attitudes and behavior that continually strive to improve the quality of work. The company will get good work performance results if employees feel proud and satisfied with the work they have done.

Performance is also defined as the result of work or real behavior of individuals or groups which is influenced by several things to achieve organizational targets that have been set within a certain period (Sari et al., 2020). According to Ismail et al. (2022), employee performance is the extent to which job requirements are met based on superior evaluation. Companies need to know things that can affect employee performance. In

property companies, employee performance measurements can be analyzed from KPIs each year. The following is a recap of KPI with a total of 104 employees at PT Expert Jaya Group from 2020 – 2023:

Table 1. PT KPI data. Expert Jaya Group

Year	2020	2021	2022	
	Number of employees	Number of employees	Number of employees	Average
Good performance	60 (58%)	65 (63%)	72 (69%)	63%
Performance is adequate	28 (27%)	21 (20%)	11 (11%)	19%
Less performance	16 (15%)	18 (17%)	21 (20%)	18%

Source: questionnaire data processing 2024

From Table 1 above, it shows that the KPI data for employees at PT Expert Jaya Group in 2020 were 60 employees (58%) who performed well, 28 employees (27%) performed well, 16 employees (15%) performed poorly. In 2021, 65 employees (63%) performed well, 21 employees (20%) performed well, 18 employees (17%) performed poorly. In 2022, 72 employees (69%) will perform well, 11 employees (11%) will perform well, 21 employees will perform poorly (20%). It can be concluded that the percentage of underperforming employees at PT Expert Jaya Group is still high every year.

In a company, especially property, the higher percentage of underperforming employees will of course also have an impact on sales. A company's target will be easily achieved if all its employees have good performance results. In line with table 1.1 above, the following is a sales recap at PT Expert Jaya Group from 2020 – 2023:



Figure 1. PT Expert Jaya Group Sales Recapitulation

Source: PT EJG Sales Recapitulation, 2022

The results from the figure above show that an increase in the percentage of underperforming employees will of course also have an impact on the company's sales targets. From 2020 – 2022 the company has not been able to reach the set target of 720 closing units/year. This is what underlies researchers to conduct research and analyze

what factors can influence and improve employee performance. The factors that can influence employee performance according to Nguyen et al. (2020) include: Work motivation, leadership, work environment, organizational culture, work performance, competency and compensation

Sari et al. (2020) also explains that there are two factors that influence employee performance, namely Performance Appraisal and Sanctions at work. In their research, Alkandi et al. (2023) also stated that there are three factors that influence employee performance, namely incentives, rewards and employee job satisfaction. From the factors above, based on the results of researchers' interviews with 5 key persons (HRD Manager, Operations Manager & 3 staff) at PT. Expert Jaya Group obtained factors/variables that influence employee performance, including: Performance appraisal, Reward, employee job satisfaction. Apart from that, researchers also conducted a pre-survey of 20 permanent employees at PT Expert Jaya Group consisting of 5 Division Managers (Operational Manager, HRD, Marketing, KPR, & Engineering) and 16 Staff to further confirm the factors that are thought to influence employee performance with a simple questionnaire.

The results of a pre-survey conducted on PT Expert Jaya Group employees showed that 18 employees (90%) stated that work motivation influenced employee performance and 2 employees (10%) stated that it did not. A total of 17 employees (85%) stated that the work environment influenced employee performance and 2 employees (10%) stated that it did not. A total of 16 employees (80%) stated that organizational culture influenced employee performance and 4 employees (20%) stated that it did not influence it. A total of 16 employees (80%) stated that competence influenced employee performance and 4 employees (20%) stated that it did not influence it. Then, 14 employees (70%) stated that they did not provide work results that were in accordance with work standards and only 6 employees (30%) were able to provide work results that met standards. This certainly needs attention because one of the key factors for a company's success is the presence of good, quality employee performance in accordance with company standards. A total of 13 employees (65%) stated that performance appraisal influenced employee performance, but 7 employees (35%) stated that it had no influence. A total of 8 employees (40%) stated that rewards influenced employee performance, but 12 employees (60%) stated that they did not. And finally, 14 employees (70%) stated that employee job satisfaction influenced employee performance, but 6 employees (30%) stated that it did not influence it.

The results of research regarding the influence of performance appraisal, rewards and job satisfaction on employee performance show inconsistencies. I Wantara, Landra, & Agung (2020) and Alkandi et al. (2023) found that performance appraisals and rewards have a positive and significant effect on employee performance which is mediated by job satisfaction. However, Pratama & Sukarno (2021) and Ismail et al. (2022) states that performance appraisal has a significant direct effect on performance, while Subekti (2021) believes otherwise. Sari et al. (2020) and Alkandi et al. (2022) emphasizes that awards motivate employee performance, but Adityarini (2022) states that awards have no effect. Job satisfaction also shows mixed results; several studies such as Triadi & Ekawaty (2021) and Badrianto & Ekhsan (2020) stated a significant positive effect, while Fauziek & Yanuar

(2021) and Riyanto, Endri, & Herlisha (2021) stated the opposite. Apart from that, research regarding the relationship between performance appraisal and job satisfaction also varies. Ismail et al. (2022), Wirawan, Ikhsan, & Harson (2022), and Dewi & David (2023) showed a significant positive effect, while Subekti (2021) did not find this effect. The effect of rewards on job satisfaction is also inconsistent, with Alkandi et al. (2023) and Hariyanto & Rizqi (2023) show a significant positive effect, while Nurhalipah, Haryana, & Nurmaningsih (2021) state the opposite.

Based on the phenomena explained in the research background, there are several problems that affect employee performance at PT Expert Jaya Group. PT Expert Jaya Group KPI data shows that the percentage of high performing employees is increasing every year. The results of a simple pre-survey show that the implementation of the Performance Appraisal System in this company is still less effective in improving employee performance. Apart from that, the pre-survey also shows that not all employees agree that giving awards from the company can improve their performance. This indicates that there are different perceptions among employees regarding the effectiveness of rewards in motivating them to work better. By looking at these various problems, the author feels interested in researching more deeply the factors that influence employee performance at PT Expert Jaya Group. The focus of this research is on Performance Appraisal, Rewards and Employee Job Satisfaction. This research aims to identify the extent to which Performance Appraisal and Reward influence employee performance, as well as how employee job satisfaction mediates this relationship.

Literature Review

Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB), formulated by Ajzen in 2001, links individual beliefs, attitudes, intentions and behavior. TPB states that someone tends to take an action if they feel that the action is positive and expected by the people around them. TPB adds perceived behavioral control to overcome limitations in an individual's understanding when carrying out an action. According to the TPB, behavioral intentions are guided by behavioral, normative, and control beliefs. Behavioral beliefs can manifest attitudes toward behavior, normative beliefs produce social pressure or subjective norms, and control beliefs produce perceptions of control over behavior. These factors combined form behavioral intentions. Mangkunegara (2015) defines employee performance as work results or real behavior that can be achieved in accordance with the jobdesk given to him by the company. Ismail et al. (2022) explains employee performance as fulfilling job requirements based on superior evaluation. Performance can also be interpreted as the quality and quantity of work results achieved by employees in a company which is influenced by various factors to achieve organizational goals and targets (Sari et al., 2020).

Employee performance

Performance is the actual results of employees produced in accordance with their role in the company, compared with previously planned performance standards, targets or criteria. Improving employee performance is a challenge for companies because success is based on the quality of human resources (Carvalho, Riana, & Soares, 2020).

Mangkunegara (2015) defines performance as the results of quality work achieved by employees in carrying out tasks in accordance with their job description. Nawati & Ismail (2021) see performance as a series of activities and responsibilities carried out by employees effectively and efficiently, measured by company leaders. Ismail et al. (2022) define employee performance as the extent to which job requirements are met based on superior evaluation. Sari et al. (2020) added that performance is the result of individual or group work functions which are influenced by various things to achieve organizational goals and targets. In conclusion, employee performance is the result of real quality work achieved in accordance with the role assigned by the company within a certain period of time, measured and determined by the company leadership.

Performance Appraisal

Dessler (2014) defines performance appraisal as a process of evaluating individual performance in achieving organizational goals, which includes three stages: Planning (job description and job specification), Implementation (collecting data on work that has been completed), and Feedback (feedback to improve employee performance). Dewi & David (2023) state that performance appraisal is a way to assess the extent to which an employee can carry out the work that has been given by the company as a whole. Sari et al. (2020) defines performance appraisal as a process of evaluating how well employees can carry out the job responsibilities they have been given compared to predetermined standards. According to Hassan et al. (2022), performance assessment is a procedure for determining employee competency based on performance measurement with different evaluation techniques. Companies usually carry out performance appraisals periodically (monthly, quarterly, semi-annually, or annually), with methods tailored to the company's needs. Based on definitions from several researchers, it can be concluded that performance appraisal is an evaluation process to assess the extent to which an employee has carried out the work that has been assigned compared to the company's performance standards in a certain time period.

Rewards

Herzberg in Kadarisman (2013) defines reward as appreciation or recognition for employees given by the company for the work achievements that have been carried out. Rewards function as a means of motivation that can encourage work enthusiasm and foster a sense of job satisfaction, usually given in the form of money or other forms of appreciation (Foenay, Fanggidae, & Ndoen, 2020). Sari et al. (2020) defines rewards as gifts to motivate employees to improve performance, which are generally given in financial (individual) or non-financial (group) form, such as holidays, traveling or outbound. From the definitions above, it can be concluded that rewards are a form of appreciation, both financial and non-financial, given by companies to employees for work achievements that have been achieved within a certain period of time.

Employee Job Satisfaction

Robbins in Siregar & Linda (2022) describes job satisfaction as a collection of employees' feelings, beliefs and thoughts about how they respond to the work they have done. According to Carvalho, Riana, & Soares (2020) job satisfaction is an employee's

belief about how well the job can provide what is considered important and positive. Job satisfaction felt in a company can be seen from employees who feel proud and satisfied who will give good feedback on their work, and vice versa, employees who feel less satisfied will give less good feedback (Arijanto, Widayati, & Pramudito, 2022).

Framework for Thought and Hypothesis

Based on the phenomena, theoretical research, and various previous studies described above, the theoretical framework and hypotheses in this research can be formulated as follows:

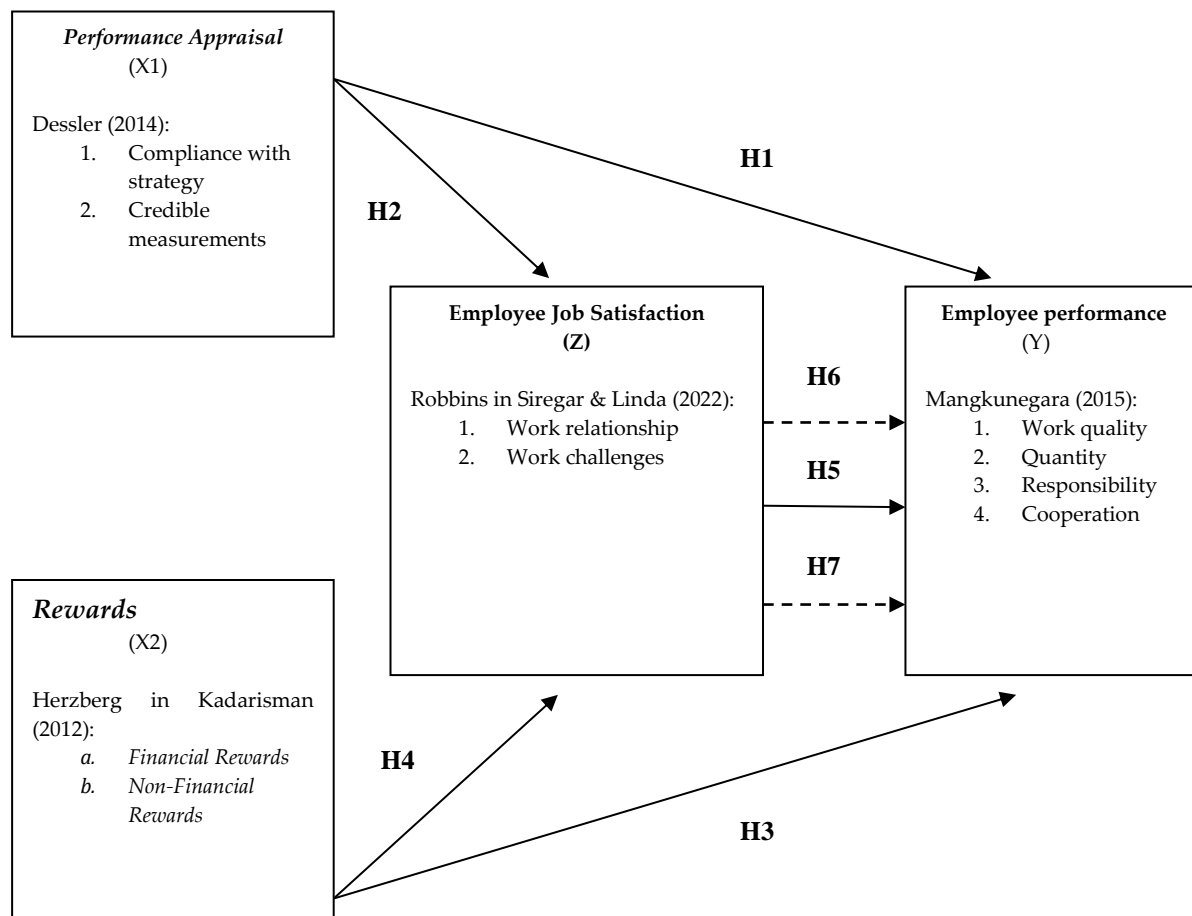


Figure 2. Thinking Framework and Hypothesis Plan

From the theoretical framework above, the following hypotheses can be formulated:

H1: Performance Appraisal has a positive effect on employee performance.

H2: Performance Appraisal has a positive effect on employee performance

H3: Rewards have a positive effect on employee performance.

H4: Rewards have a positive effect on employee job satisfaction

H5: Job satisfaction has a positive effect on employee performance.

H6: Performance Appraisal has a positive effect on employee performance through employee job satisfaction

H7: Rewards have a positive effect on employee performance through employee job satisfaction.

Research Method

This research is quantitative research and includes a causal (cause-and-effect) study. Causal studies are a type of conclusive research that aims to find causal relationships (Amirullah, 2013). In this causal study the researcher is interested in describing one or more factors that cause a problem. In this regard, the researcher wants to conduct a causal study in order to be able to find out the basic nature of the relationship between variable X or the independent variable and its impact on variable Y or the dependent variable. According to Sugiyono (2016) quantitative methods provide insight into each variable by analyzing the influence of the independent variable on the dependent variable, with the aim of testing hypotheses.

In this research, the sampling technique was non-probability sampling, namely a sampling technique that does not provide equal opportunities or opportunities for each element or member of the population to be selected, with the Saturated Sample method, namely a sample selection technique when all members of the population are sampled. The sample for this research is employees at PT Expert Jaya Group, totaling 104 (one hundred and four) employees.

The data analysis method used in this research is Structural Equation Model (SEM) using the Smart-PLS analysis tool. Partial Least Square (PLS), which is a variance-based SEM model, is designed for causal-predictive analysis in contexts with high complexity and limited theoretical support (Ghozali, 2014). To evaluate validity and reliability, a measurement model was applied, while a structural model was used for causality testing.

Result and Discussion

Respondent Characteristics

The results of the analysis are presented descriptively for each variable obtained. This research conducted a survey of 104 employees of PT Expert Jaya Group. Respondent characteristics were analyzed based on age, gender, length of service, job division and job title. Data shows that 43% of respondents are women, while 57% are men. Meanwhile, the majority of respondents were aged 25-35 years with a percentage of 51%, aged >35 years with a percentage of 38% and aged >25 years as much as 11%. Most respondents' working period was 1-5 years with a percentage of 47% and 28% had a working period of 1 year. The average respondent in this study was in the marketing division with a percentage of 32%, the HRD, Legal & Tax divisions were 5% each, and the Engineering division was 27%. In the operational division 19% and the mortgage division 7%. The most common job positions are staff with a percentage of 91% and managers with 9%.

Descriptive Statistical Analysis of Research Variables

Table 2. Variable Description based on Performance Appraisal

Dimensions	Indicator	Answer Distribution					Mean	Std. Dev.
		STS	T.S	K.S	S	SS		
Compliance with strategy	In my opinion, the current performance assessment points are related to the vision and mission of the organization	0.9%	2.6%	17.2%	49.1%	30.2%	4.05	0.81
Measurement Credible	In my opinion, the current performance appraisal evaluates all aspects of employee performance	0.9%	2.6%	30.2%	37.1%	29.3%	3.91	0.88
	In my opinion, performance appraisal is carried out through open discussions between superiors and subordinates about what is to be achieved	0.9%	1.7%	15.5%	34.5%	47.4%	4.26	0.84
	In my opinion, performance appraisals provide positive and negative feedback that can be used for employee development	0%	1.7%	10.3%	36.2%	51.7%	4.38	0.74
	In my opinion, the current performance assessment already assesses what should be assessed	1.7%	6.9%	25%	36.2%	30.2%	3.86	0.98
	In my opinion, employees are assessed based on the things that are part of their job desk and their responsibilities	0%	1.7%	11.2%	35.3%	51.7%	4.37	0.75
	Total average value						4.14	0.83

Source: Data processed by researchers (2024)

Based on the table above, it can be seen that the indicator that has the highest mean value is the PA4 indicator, namely 4.38 with a standard deviation value of 0.74 and the one that has the lowest mean value is the PA5 indicator, namely 3.86 with a standard deviation value of 0.98.

Table 3. Results of Questionnaire Statements Based on Variables *Rewards*

Dimensions	Indicator	Answer Distribution					Mean	Std. Dev.
		STS	T.S	K.S	S	SS		
Financial Rewards	The salary I receive is in accordance with my work capacity	0.9%	6%	19.8%	37.9%	35.3%	4.01	0.93
	I will get a bonus/incentive from the company if my work reaches the target	0%	3.4%	11.2%	33.6%	51.7%	4.34	0.81
	All employees will receive work benefits from the company where I work	0.9%	3.4%	11.2%	43.1%	41.4%	4.21	0.84
Non-Financial Rewards	Rewarding as an outstanding employee increases my motivation at work	1.7%	0.9%	8.6%	43.1%	45.7%	4.30	0.80
	I will get a promotion if I achieve faster	1.7%	5.2%	14.7%	43.1%	35.3%	4.05	0.93
	Employees who excel and work to achieve targets will receive more compensation from the company where I work	1.7%	5.2%	3.8%	37.9%	41.4%	4.12	0.95
Total average value							4.17	0.88

Source: Data processed by researchers (2024)

Based on the table above, it can be seen that the indicator that has the highest mean value is the RE2 indicator, namely 4.34 with a standard deviation value of 0.81 and the one that has the lowest mean value is the RE1 indicator, namely 4.01 with a standard deviation value of 0.93. .

Table 4. Results of Questionnaire Statements Based on Employee Job Satisfaction Variable Descriptions

Dimensions	Indicator	Answer Distribution					Mean	Std. Dev.
		STS	T.S	K.S	S	SS		
Work relationship	I am happy with the positive response from my superiors regarding the results of my work	0%	0%	13.8%	46.6%	39.7%	4.26	0.68
	I am happy that my boss can convey the company's work well and that my coworkers can understand what I am talking about	0%	0.9%	12.9%	47.4%	38.8%	4.24	0.70

	I am happy that the company where I work is open about work	0.9%	0%	20.7%	37.9%	40.5%	4.17	0.81
Job Challenges	I am happy to be able to complete tasks on time, correctly and thoroughly	0%	0%	9.5%	37.1%	53.4%	4.44	0.66
	I am satisfied with the assignment given because it matches my abilities and I am able to complete it	0%	0%	9%	40.5%	40.5%	4.22	0.74
	I like being able to make decisions without haste	0%	3.4%	14.7%	38.8%	43.1%	4.22	0.82
Total average value							4.26	0.74

Source: Data processed by researchers (2024)

Based on the table above, it can be seen that the indicator that has the highest mean value is the KEP4 indicator, namely 4.44 with a standard deviation value of 0.66 and the one that has the lowest mean value is the KEP3 indicator, namely 4.17 with a standard deviation value of 0.81.

Table 5. Results of Questionnaire Statements Based on Employee Performance Variables

Dimensions	Indicator	Answer Distribution					Mean	Std. Dev.
		STS	T.S	K.S	S	SS		
Work quality	I am able to complete work on time	0%	0.9%	9.5%	46.6%	43.1%	4.32	0.68
	I do my work thoroughly	0%	0%	12.1%	51.7%	36.2%	4.24	0.65
	I can provide work results that comply with company standards	0%	0%	9.5%	43.1%	47.4%	4.38	0.65
Quantity	I can produce the amount of work that meets company standards	0%	0%	9.5%	49.1%	41.4%	4.32	0.64
Responsibility	I take full responsibility for the work I receive	0%	0%	6.9%	37.9%	55.2%	4.48	0.62
	I can maintain the facilities and infrastructure provided at the workplace	0%	0%	7.8%	39.7%	52.6%	4.45	0.63
	I can work well with a team	0%	0%	6.9%	34.5%	58.6%	4.52	0.62
Total average value							4.39	0.64

Source: Data processed by researchers (2024)

Based on the table above, it can be seen that the indicator that has the highest mean value is the KIN7 indicator, namely 4.52 with a standard deviation value of 0.62 and the one that has the lowest mean value is the KIN2 indicator, namely 4.24 with a standard deviation value of 0.65. .

Convergent Validity

Convergent validity testing of each construct indicator. According to Ghazali (2021), indicator reflection is assessed based on the correlation between the item score/component score and the construct score calculated using PLS and an indicator is said to have good validity if the value is > 0.7 . Meanwhile, a loading factor of 0.5 to 0.6 can be considered sufficient. Based on this criterion, if there is a loading factor below 0.50, it will be dropped from the model.

Table 6. Covergent Validity Test Results

Variable	Indicator	Loading Factor	Condition	Information
<i>Performance Appraisal(X1)</i>	PA1	1,000	> 0.7	Valid
	PA2	0.746	> 0.7	Valid
	PA3	0.710	> 0.7	Valid
	PA4	0.790	> 0.7	Valid
	PA5	0.782	> 0.7	Valid
	PA6	0.771	> 0.7	Valid
<i>Rewards(X2)</i>	RE1	0.797	> 0.7	Valid
	RE2	0.823	> 0.7	Valid
	RE3	0.901	> 0.7	Valid
	RE4	0.861	> 0.7	Valid
	RE5	0.935	> 0.7	Valid
	RE6	0.901	> 0.7	Valid
Employee Job Satisfaction (Y)	KEP1	0.890	> 0.7	Valid
	KEP2	0.839	> 0.7	Valid
	KEP3	0.836	> 0.7	Valid
	KEP4	0.822	> 0.7	Valid
	KEP5	0.858	> 0.7	Valid
	KEP6	0.733	> 0.7	Valid
Employee Performance (Z)	KIN1	0.878	> 0.7	Valid
	KIN2	0.884	> 0.7	Valid
	KIN3	0.886	> 0.7	Valid
	KIN4	1,000	> 0.7	Valid
	KIN5	0.913	> 0.7	Valid
	KIN6	0.904	> 0.7	Valid
	KIN7	1,000	> 0.7	Valid

Source: Data processed by researchers (2024)

Table 7. Cronbach Alpha & Composite Reliability Values

	Cronbach's Alpha	Condition	Composite Reliability	Information
Employee Job Satisfaction	0.870	≥ 0.7	0.906	Reliable
Employee performance	0.918	≥ 0.7	0.935	Reliable
<i>Performance Appraisal</i>	0.843	≥ 0.7	0.883	Reliable
<i>Rewards</i>	0.896	≥ 0.7	0.924	Reliable

Source: Processing results with SmartPLS, 2024

The table above states that the Cronbach's Alpha test results also show that all latent variable values have a Cronbach's Alpha value ≥ 0.7 . And the results of the Composite Reliability test show that all latent variable values have a Composite Reliability value ≥ 0.7 . From these results, it can be concluded that the construct has good reliability or that the questionnaire used as a tool in this research is reliable or consistent.

Goodness of Fit Model (GoF) Test

Goodness of Fit or GoF index is used to evaluate measurement models and structural models. Besides that, it also provides a simple measurement of the overall model predictions. The GoF value criteria are 0.10 indicating small GoF, 0.25 indicating medium GoF and 0.36 indicating large GoF (Ghozali and Latan, 2015). The following GoF values in this research are as follows:

$$GoF = \sqrt{AVE \times R^2}$$

$$\text{Average AVE value} = (0.660 + 0.672 + 0.557 + 0.709)/4 = 0.650$$

$$\text{Average } R^2 \text{ value} = (0.591 + 0.698)/2 = 0.645$$

$$GoF = \sqrt{0.650 \times 0.645}$$

$$= \sqrt{0.419}$$

$$= 0.647$$

The results of the Goodness of Fit Index (GoF) calculation show a value of 0.647. Based on these results, it can be concluded that the combined performance between the measurement model (outer model) and the structural model (inner model) as a whole is large because the Goodness of Fit Index (GoF) value is more than 0.36 (large GoF scale).

Hypothesis testing

Hypothesis testing is carried out to test the influence between variables, both direct and indirect. Hypothesis testing in Smart PLS is carried out using the Bootstrapping method with an alpha significance level of 0.05 (5%). The output from Bootstrapping will obtain Path Coefficient values which include Original Sample Values, T Statistics and P Values. If the P-value < 0.05 then H_a will be accepted which means if:

- If the T-statistic value is smaller than the T-table value (t-statistic < 1.96) then H_o is accepted and H_a is rejected
- If the T-statistic value is greater than or equal to the T-table (t-statistic > 1.96) then H_o is rejected and H_a is accept

Following are the results of SmartPLS hypothesis testing between variables using Bootstrapping calculations:

The results of hypothesis testing using SmartPLS software are as follows:

Table 8. Hypothesis Test Results (Bootstrapping)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Direct Influence						
Performance Appraisal → Employee Performance	0.319	0.329	0.087	3,682	0,000	Positive and significant influence
Performance Appraisal → Employee Job Satisfaction	0.472	0.483	0.088	5,375	0,000	Positive and significant influence
Reward → Employee Performance	-0.096	-0.078	0.107	0.899	0.369	There is no positive and significant effect
Reward → Employee Job Satisfaction	0.362	0.365	0.116	3,125	0.002	Positive and significant influence
Employee Job Satisfaction → Employee Performance	0.646	0.623	0.105	6,176	0,000	Positive and significant influence
Indirect Influence						
Performance Appraisal → Employee Job Satisfaction → Employee Performance	0.305	0.3	0.069	4,402	0,000	Positive and significant influence
Reward → Employee Job Satisfaction → Employee Performance	0.234	0.226	0.08	2,917	0.004	Positive and significant influence

Source: Processing results with SmartPLS, 2024

From the table showing the results of Hypothesis Testing (Bootstrapping) of Direct and Indirect Effects, several hypothesis testing results are obtained as follows:

1. Influence of Performance Appraisal (X1) on Employee Performance (Y)

Based on the table above, it shows that the T-statistics value is $3.682 > 1.96$ and the P-Values = $0.000 < \alpha = 0.05$. This means that the Performance Appraisal variable has a positive and significant effect on the Employee Performance variable. Thus the hypothesis (H1) in this study which states that "Performance Appraisal has a positive and significant effect on Employee Performance" **is accepted**.

2. The Effect of Performance Appraisal (X1) on Employee Job Satisfaction (Z)

Based on the table above, it shows that the T-statistics value is $5.375 > 1.96$ and the P-Values = $0.000 < \alpha = 0.05$. This means that the Performance Appraisal variable has a positive and significant effect on the Employee Job Satisfaction variable. Thus the hypothesis (H2) in this study which states that "Performance Appraisal has a positive and significant effect on Employee Job Satisfaction" **is accepted**.

3. Effect of Rewards (X2) on Employee Performance (Y)

Based on the table above, it shows that the T-statistics value is $0.899 > 1.96$ and the P-Values = $0.369 > \alpha = 0.05$. This means that the Reward variable does not have a positive and significant effect on the Employee Performance variable. Thus the hypothesis (H3) in this study which states that "Rewards have a positive and significant effect on Employee Performance" **is rejected**.

4. The Effect of Reward (X2) on Employee Job Satisfaction (Z)

Based on the table above, it shows that the T-statistics value is $3.125 > 1.96$ and the P-Values = $0.002 < \alpha = 0.05$. This means that the Reward variable has a positive and significant effect on the Employee Job Satisfaction variable. Thus the hypothesis (H4) in this study which states that "Rewards have a positive and significant effect on Employee Job Satisfaction" **is accepted**.

5. The Effect of Employee Job Satisfaction (Z) on Employee Performance (Y)

Based on the table above, it shows that the T-statistics value is $6.176 > 1.96$ and the P-Values = $0.000 < \alpha = 0.05$. This means that the Employee Job Satisfaction variable has a positive and significant effect on the Employee Performance variable. Thus the hypothesis (H5) in this study which states that "Employee Job Satisfaction has a positive and significant effect on Employee Performance" **is accepted**.

6. The influence of Performance Appraisal (X1) on Employee Performance (Y) is mediated by Employee Job Satisfaction (Z)

Based on the table above, it shows that the T-statistics value is $4.402 > 1.96$ and the P-Values = $0.000 < \alpha = 0.05$. This means that the Performance Appraisal variable has a positive and significant effect on the Employee Performance variable which is mediated by Employee Job Satisfaction. Thus the hypothesis (H6) in this study which states that "Performance Appraisal has a positive and significant effect on Employee Performance is mediated by Employee Job Satisfaction" **is accepted**.

7. The influence of Rewards (X2) on Employee Performance (Y) is mediated by Employee Job Satisfaction (Z)

Based on the table above, it shows that the T-statistics value is $2.917 > 1.96$ and the P-Values = $0.004 < \alpha = 0.05$. This means that the Reward variable has a positive and significant effect on the Employee Performance variable which is mediated by Employee Job Satisfaction. Thus the hypothesis (H7) in this study which states that "Reward has a positive and significant effect on Employee Performance is mediated by Employee Job Satisfaction" **is accepted**.

DISCUSSION OF RESEARCH RESULTS

Performance Appraisal has a positive and significant effect on employee performance

The research results show that H1 is accepted, which concludes that Performance Appraisal has a positive and significant effect on employee performance. This means that Performance Appraisal is a variable that influences employee performance at PT Expert Jaya Group. This is in line with research from Chahar (2020) and Ismail et al. (2022) in their research also stated that there is a positive and significant relationship between the Performance Appraisal System and employee performance. With this Performance Appraisal, companies can find out the strengths and weaknesses of their employees so that the company can improve the performance of these employees.

Performance appraisal is a system used to assess and determine the extent to which an employee has carried out his work as a whole (Dewi & David, 2023). Meanwhile, Sari et al. (2020) define performance appraisal as the process of evaluating how well employees do their work when compared to predetermined standards. In this case, it shows that the better the implementation of performance appraisal at PT Expert Jaya Group, the better the employee performance measurement results that will be obtained. Therefore, companies must carry out transparent and fair performance assessments for all employees so that employee performance improves and company targets can be achieved.

Performance Appraisal has a positive and significant effect on Employee Job Satisfaction

The research results show that H2 is accepted, which concludes that Performance Appraisal has a positive and significant effect on Employee Job Satisfaction. This is in line with research from Mira, Choong, & Thi (2019) which states that there is a positive and significant relationship between Performance Appraisal and employee performance.

This means that Performance Appraisal is a variable that influences employee job satisfaction at PT Expert Jaya Group. Performance Appraisal is used by companies to find competent employees based on performance measurements that use different performance evaluation techniques/methods. Hassan et al. (2022) in their research stated that implementing good Performance Appraisal will influence employee job satisfaction. This shows that the more employees feel that the work assessment at PT Expert Jaya Group is fair and in accordance with the facts in the work environment, the more satisfied the employees will be with the results of the company's work assessment.

Rewards have a positive and significant effect on employee performance

The research results show that H3 is rejected, which concludes that rewards do not have a positive and significant effect on employee performance. This means that reward is

a variable that does not affect employee performance at PT Expert Jaya Group. Providing fair and equitable rewards to all employees will have an impact on increasing employee performance. This is in line with research from Ngwa et al. (2019) which states that there is a significant positive influence of the reward system on employee performance. The more employees feel that the rewards given by the company are commensurate with the work they have done, the employee's performance will increase as well. On the other hand, the more employees feel that the rewards given by the company are not commensurate with the work they have done, the more employee performance will decline. This is in line with research from Ike, Onyeka, Success et al. (2022) which states that rewards do not have a positive and significant effect on employee performance.

Rewards have a positive and significant effect on employee job satisfaction

The research results show that H4 is accepted, which concludes that rewards have a positive and significant effect on employee job satisfaction. This is in line with research from Siregar, Marihot, & Lubis (2023) which also states that the Reward System has a positive and significant influence on job satisfaction. This means that reward is a variable that influences employee job satisfaction at PT Expert Jaya Group. Rewards are considered important because when employees think that this appreciation program is good according to their standards, it will automatically affect employee job satisfaction. In line with the statement, Apriyanti, Sudiarta, & Saptono (2021) in their research stated that rewards influence the sense of satisfaction felt by employees while working at a company. This is also in line with research from Hariyanto & Rizqi (2023) which states that rewards have a positive and significant effect on employee job satisfaction.

Employee Job Satisfaction has a positive and significant effect on Employee Performance

The research results show that H5 is accepted, which concludes that employee job satisfaction has a positive and significant effect on employee performance. This is in line with research from Badrianto & Ekhsan (2020) which states that job satisfaction has a positive and significant effect on employee performance. This means that employee job satisfaction is a variable that influences employee performance at PT Expert Jaya Group. Job satisfaction can be used by companies as a benchmark in determining employee productivity, which will later lead to increased employee performance. Based on research from Egenius, Triatmanto, & Natsir (2020), it is stated that job satisfaction has a positive and significant effect on employee performance. The more satisfied employees feel, the more employees will show their best performance. Conversely, if employees do not feel satisfied in their work, employee performance will decrease.

Zaman & Zulganef (2023) also stated that job satisfaction has a positive and significant effect on employee performance. Employees who feel satisfied are more likely to speak positively about the company, help colleagues at the office, and produce good performance beyond what the company has targeted.

Performance Appraisal has a positive and significant effect on employee performance, mediated by employee job satisfaction

The research results show that H6 is accepted, which concludes that performance appraisal has a positive and significant effect on employee performance through employee job satisfaction. This means that performance appraisal is a variable that influences employee performance through the variable employee job satisfaction at PT Expert Jaya Group. In line with research from Antara, Landra, & Agung (2020) which states that job satisfaction well mediates the relationship between Performance Appraisal and employee performance. An employee who feels job satisfaction from the Performance Appraisal he received, of course this will lead to an increase in the employee's performance.

Rewards have a positive and significant effect on employee performance, mediated by employee job satisfaction

The research results show that H7 is accepted which concludes that rewards have a positive and significant effect on employee performance through employee performance through employee job satisfaction. Kumari et al. (2021) in their research stated that job satisfaction partially mediates the relationship between rewards and employee performance. This means that reward is a variable that influences employee performance through the variable employee job satisfaction at PT Expert Jaya Group. Siagian, Enre, & Panjaitan (2019) in their research also showed that the Reward System has a positive effect on employee performance which is mediated by job satisfaction. Rewards play an important role in retaining employees and leading to increased employee productivity. Employees who are satisfied with the rewards they have received tend to be more enthusiastic about working and try to improve their performance.

Conclusion

Performance appraisal positive and significant effect on employee performance. This means that performance appraisal is able to improve the performance of PT Expert Jaya Group employees. The feedback dimension has the highest value when compared to other dimensions. This feedback dimension can be demonstrated by providing either positive or negative responses to performance appraisals with the aim of employee development. The more employees feel that the company carries out appropriate performance appraisals, the more employee performance will increase. *Performance appraisal* positive and significant effect on employee satisfaction. This means that performance appraisal can increase employee job satisfaction at PT Expert Jaya Group. The feedback dimension has the highest value when compared to other dimensions. This feedback dimension can be demonstrated by providing either positive or negative responses to performance appraisals with the aim of employee development. The more employees feel that the company carries out appropriate performance appraisals, the more job satisfaction the employees feel will increase.

Rewards does not have a positive and significant effect on employee performance. This means that rewards are not able to improve the performance of PT Expert Jaya Group employees. There is a bonus from the company when an employee's work reaches targets in the financial reward dimension, even though it is not able to encourage increased performance at PT Expert Jaya Group. This is because if employees can complete the

targeted work, employees will feel less like they are not getting a fair bonus as expected. *Rewards* positive and significant effect on employee job satisfaction. This means that rewards can increase job satisfaction of PT Expert Jaya Group employees. The bonus dimension has the highest value when compared to other dimensions. This bonus dimension can be demonstrated by providing bonuses in the form of money or other incentives when employees are able to complete the targeted work. The more employees feel that the company provides appropriate bonuses, the more job satisfaction the employees feel will also increase.

Employee job satisfaction has a positive and significant effect on employee performance. This means that job satisfaction can improve the performance of PT Expert Jaya Group employees. The dimension of completing tasks has the highest value when compared to other dimensions. The dimension of completing a task can be demonstrated by completing the work given by the company on time, correctly and thoroughly. The more employees are able to complete work according to target, the employee performance will also increase. *Performance appraisal* has a positive and significant effect on employee performance through employee job satisfaction. This means that performance appraisal is able to improve employee performance through job satisfaction of PT Expert Jaya Group employees. This shows that the more employees feel that the company carries out appropriate performance assessments plus employees are able to complete work on time, correctly and thoroughly, the more they will be able to improve employee performance. *Rewards* has a positive and significant effect on employee performance through employee job satisfaction. This means that rewards are able to improve employee performance through employee job satisfaction at PT Expert Jaya Group. This shows that the more employees feel that the company provides appropriate bonuses plus employees are able to complete work on time, correctly and thoroughly, the more they will be able to improve employee performance.

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