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The Influence of Career Development, Work Environment, and Rewards on Employee Performance Mediated By Work Motivation (Empirical Study: Employees at PT Global Loyalty Indonesia)

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career development, work environment, awards, employee performance, work motivation

ABSTRACT
The purpose of this study was to determine the effect of Career Development, Work Environment, and Rewards on Employee Performance with Work Motivation as a mediating variable at PT Global Loyalty Indonesia. This study uses a quantitative approach. The survey was conducted on 105 respondents with the criteria that respondents were permanent employees at PT Global Loyalty Indonesia. Data were analyzed using the Structural Equation Model (SEM) and data processing using the Partial Least Square (PLS) approach with the SmartPLS version 3.0 program. The results of the study showed that the variables Career Development, Work Environment, Rewards and Work Motivation have a positive and significant effect on Employee Performance. In addition, Career Development, Work Environment, Rewards also have a positive and significant effect on Work Motivation. The results of indirect testing show that the Work Motivation variable mediates the relationship between Career Development and Employee Performance, then mediates the relationship between Work Environment and Employee Performance, and mediates the relationship between Rewards and Employee Performance. This study provides practical implications for companies to always pay attention to Career Development, Work Environment, and Awards in the company so that employees can work safely and comfortably, so that Employee Performance and Work Motivation can increase.

INTRODUCTION

According to Kasmir (2016), performance is the work results and work behavior that have been achieved in completing the tasks and responsibilities given in a certain period. The company in its development will be more advanced and develop and has challenges and obstacles, one of which is how the company can still maintain work motivation and consistent employee performance.

According to (Robbins & Judge, 2017), employee performance is the result of work that has been done by an individual or group that contributes to the development and progress of the company. Good company performance is supported by the potential of employees in the company, therefore employee performance has an important role for the company to achieve its goals because with good employee performance it will produce good quality as well. With good performance, every employee can complete all tasks or work in the company.

Performance can also increase the effectiveness and efficiency of work execution by employees which will ultimately benefit the company.

Employee performance must always be closely monitored by the company in order to maintain good performance and to avoid adverse impacts resulting from poor employee performance. This is not solely caused by the employees themselves, but it is necessary to pay attention to factors such as how the working conditions of employees meet the company's work demands, the regulations set by the company, so that such conditions are created. To create high-quality employee performance can also be influenced by the company's actions in meeting the factors of employee needs and desires (Suak et al., 2017). Such as clear career development, a conducive work environment, and rewards for employees. By combining these three elements, it is hoped that it can increase motivation for all employees in a company.

Career development is an activity that can be carried out by companies, especially the human resources department, which must be carried out in an integrated manner with other human resource development activities. Career development, according to Dubrin in (Mangkunegara, A., 2022), is a personnel activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves optimally. From previous research conducted by (Hamidah et al., 2021), that career development directly has a positive and significant influence on employee performance.

The work environment is one of the factors that affect the good or bad of a company. The work environment has an influence that can be felt directly by employees even though the work environment does not carry out the production process in a company. According to (Sedarmayanti et al., 2019), the work environment is divided into two, namely the physical work environment which includes temperature, lighting, air circulation, humidity, ease of access, mechanical noise, odor, color scheme, decoration, music, and safety in the workplace and the non-physical work environment in the form of social relations in the workplace both between superiors and subordinates or relationships between fellow positions. Until now, there are still many companies that do not pay attention to their work environment, even though it looks like a trivial problem, but the impact that can be caused is very large. In the long run, the problem of working environment conditions can have an impact on the company's profits and losses. A good work environment can be reflected in its employees, where in a good work environment employees can work optimally, safely, healthily, and comfortably.

In addition to career development and the work environment, the awards given by the company to outstanding employees, in particular, will certainly be one of the factors that can improve employee performance. According to (Pratheepkanth, 2011), companies are expected to be able to retain their qualified employees and keep them motivated, one of which is by establishing a certain system or strategy to provide a balance between the expected contribution and what has been given in the form of certain rewards or awards. Rewards are one of the important factors used to encourage employees to improve the quality and quantity of work. Awards can be interpreted as a form of appreciation to employees or companies who have succeeded in doing a good job and excelling, so that they can provide positive motivation to do a good job (Fitri et al. 2014). According to (Sinambela & Ernawati, 2021), an award can also be interpreted as an award given to employees in exchange for the services they have provided to the organization or company. According to (Wilson, 2014), the purpose of performance-based rewards is an effort to increase employee work productivity, on the principle of scientific management through the awarding of company awards successfully encourages employees to increase their productivity.

Through the award, it is hoped that employees will become more qualified, motivated, and responsible with the tasks given. Therefore, the reward system in a company is very important to increase employee motivation to achieve the best achievements. Issues regarding career development, work environment, rewards, and employee performance are problems that

often arise within the company. These problems can have an impact on employee motivation which has an impact on not achieving maximum employee performance.

From some of the problems and relationships that have been described above, this research will be carried out in the hope of analyzing things that can affect employee performance and will be carried out with the title:

"The Effect of Career Development, Work Environment, and Rewards on Employee Performance Mediated by Work Motivation (Empirical Study: Employees at Pt Global Loyalty Indonesia)".

The purpose of this study was to determine the effect of Career Development, Work Environment, and Rewards on Employee Performance with Work Motivation as a mediating variable at PT Global Loyalty Indonesia.

This study offers a unique contribution by investigating the combined effects of career development, work environment, and rewards on employee performance, specifically within the context of PT Global Loyalty Indonesia. While existing research has individually explored these factors, this study introduces a new dimension by examining how work motivation mediates the relationship between these factors and employee performance. The focus on a rapidly growing digital retail company in Indonesia adds further relevance, as the findings could provide insights into the specific challenges and opportunities faced by companies operating in this dynamic and competitive sector. Moreover, the study addresses a gap in the literature by exploring the interplay between intrinsic motivational factors and the external conditions provided by the organization, thereby offering actionable recommendations for enhancing employee performance through a more holistic approach to career development, workplace environment, and reward systems.

RESEARCH METHOD

According to (Yusuf et al., 2020), research design or design is a process that includes all the structures of a research, namely ideas, plans, sources of information, objectives, literature reviews, and research studies for implementation and planning. The following is the design in this study:

1. The type of research used is hypothesis testing or hypothesis testing, which is research that aims to test hypotheses that generally explain the characteristics of certain relationships or differences between groups or independence from two or more factors in a situation.
2. The type of research is quantitative research where the quantitative method is a research method based on the philosophy of positivism (relying on empiricism) which is used to research on a certain population or sample. In testing the hypothesis that has been determined, sampling is generally carried out, samples will be taken randomly, data is collected using objective research instruments, and data analysis is quantitative or statistical (Sugiyono, 2018).
3. Hypothesis testing is causal, namely research conducted to find out the cause-and-effect relationship between variables, so that it can be seen which variables are influenced and which variables are influencing. Causal research can be conducted to assess the impact of specific changes on existing norms, processes, and others.
4. The time dimension of the study is in the form of cross sectional, because the data collected in this study is only collected once in a certain period in order to answer the research question
5. The research analysis unit is an employee of PT Global Loyalty Indonesia in the Alam Sutera area, Tangerang.
6. The data source used in this study is primary data obtained through the distribution of questionnaires or questionnaires to respondents.

7. This study has five variables measured, namely career development, work environment, awards, employee performance, and work motivation.

The analysis technique used in this study is Partial Least Square (PLS). (Hair, 2019), explained that the Structural Measurement Model test is used to measure the magnitude of the influence of exogenous variables on endogenous variables.

RESULTS AND DISCUSSION

Descriptive Statistical Test Results

Descriptive statistics are used to interpret the magnitude of the minimum, maximum, and average grades of career development, work environment, awards, employee performance, and work motivation. From the statistics obtained from this study, it can be explained that from 21 instruments submitted to 112 respondents as a trial, the following results were obtained:

Table 1 Table of Descriptive Statistical Test Results

Variable	Item Code	Min	Max	Mean	Standard Deviation
Career Development	PK1	2	5	4.777	0.546
Career Development	PK2	2	5	4.777	0.578
Career Development	PK3	2	5	4.643	0.625
Career Development	PK4	2	5	4.580	0.663
Career Development	PK5	2	5	4.732	0.597
Total Average Score and Standard Deviation				**4.702**	**0.602**
Variable	**Item Code**	**Min**	**Max**	**Mean**	**Standard Deviation**
Work Environment	LK1	2	5	4.813	0.591
Work Environment	LK2	2	5	4.732	0.597
Work Environment	LK3	2	5	4.795	0.614
Work Environment	LK4	2	5	4.795	0.585
Work Environment	LK5	2	5	4.848	0.521
Total Average Score and Standard Deviation				**4.796**	**0.582**
Variable	**Item Code**	**Min**	**Max**	**Mean**	**Standard Deviation**
Appreciation	P1	2	5	4.795	0.585
Appreciation	P2	2	5	4.616	0.644
Appreciation	P3	2	5	4.839	0.576
Appreciation	P4	2	5	4.580	0.677
Appreciation	P5	2	5	4.795	0.600

Total Average Score and Standard Deviation				**4.725**	**0.616**
Variable	**Item Code**	**Min**	**Max**	**Mean**	**Standard Deviation**
Employee Performance	KK1	2	5	4.866	0.472
Employee Performance	KK2	2	5	4.652	0.608
Employee Performance	KK3	2	5	4.705	0.607
Employee Performance	KK4	2	5	4.839	0.544
Employee Performance	KK5	2	5	4.848	0.538
Total Average Score and Standard Deviation				**4.782**	**0.554**
Variable	**Item Code**	**Min**	**Max**	**Mean**	**Standard Deviation**
Work Motivation	MK1	2	5	4.696	0.624
Work Motivation	MK2	2	5	4.759	0.586
Work Motivation	MK3	2	5	4.741	0.594
Work Motivation	MK4	2	5	4.768	0.582
Work Motivation	MK5	2	5	4.527	0.640
Work Motivation	MK6	2	5	4.482	0.641
Work Motivation	MK7	2	5	4.393	0.646
Work Motivation	MK8	2	5	4.786	0.574
Work Motivation	MK9	2	5	4.804	0.564
Total Average Score and Standard Deviation				**4.662**	**0.606**

Source: 2024 Respondent Questionnaire Results

Based on table 1, it can be seen that the career development variable has a minimum value of 2, a maximum of 5, a mean of 4.702 and a standard deviation of 0.602. The work environment variable has a minimum value of 2, a maximum of 5, a mean of 4.796 and a standard deviation of 0.582. The award variables have a minimum value of 2, a maximum of 5, a mean of 4.725 and a standard deviation of 0.616. The employee performance variable has a minimum value of 2, a maximum of 5, a mean of 4.782 and a standard deviation of 0.554. The work motivation variable has a minimum value of 2, a maximum of 5, a mean of 4.662 and a standard deviation of 0.606. From the test results in table 2, it can be concluded that the results of the provisional calculation are as follows:

Table 2 Table of Average Results and Standard Deviation

Variable	Highest - Lowest	Variable	Highest - Lowest
Work Environment	4.796	Appreciation	0.616
Employee Performance	4.782	Work Motivation	0.606
Appreciation	4.725	Career Development	0.602
Career Development	4.702	Work Environment	0.582
Work Motivation	4.662	Employee Performance	0.554

Source: 2024 Respondent Questionnaire Results

While the results of the average score questionnaire and standard deviation, the average score of the questionnaire results was the highest in the Work Environment variable with a value of 4,796 and the lowest in the Work Motivation variable with a value of 4,662. Meanwhile, in the calculation of the standard deviation, the highest value deviation is the Award variable with a value of 0.616, and the lowest is the Employee Performance variable with a value of 0.554. This can be seen in table 4.6 it is very interesting to be used as a temporary answer to how all variables will affect each other, especially in affecting employee performance, whether after we test it can answer all the hypotheses that arise, then tests will be carried out with several references using SmartPLS analysis software version 3.

Test Instrument

The data that has been collected and analyzed with the SEM or Structural Equation Modeling model uses SmartPLS software version 3. Partial Least Square (PLS) which is an alternative method of SEM or Structural Equation Modeling that can be used to overcome the problem of Structural Equation Modeling (Haryono, 2017).

Outeer Model Evaluation

Evaluation of *the outer model* or measurement model is carried out to assess the validity and reliability or reliability of the model. *The outer model with reflective indicators is evaluated through the convergent validity* and *discriminant validity* of the indicators and *the composite reliability* for the indicator block (Ghozali, 2018). In this step, an SEM model diagram was developed which aims to make it easier to see the causal relationships to be tested.

Validity Testing

The *outer loading* test is used to determine the extent to which an indicator is able to reflect the variables in the study. In the *partial least square test*, the standardization for the assessment *of outer loadings* is 0.70, so all indicators that have a loadings value > 0.70 mean that they have been able to reflect the latent variables. (Ramayah et al., 2018).

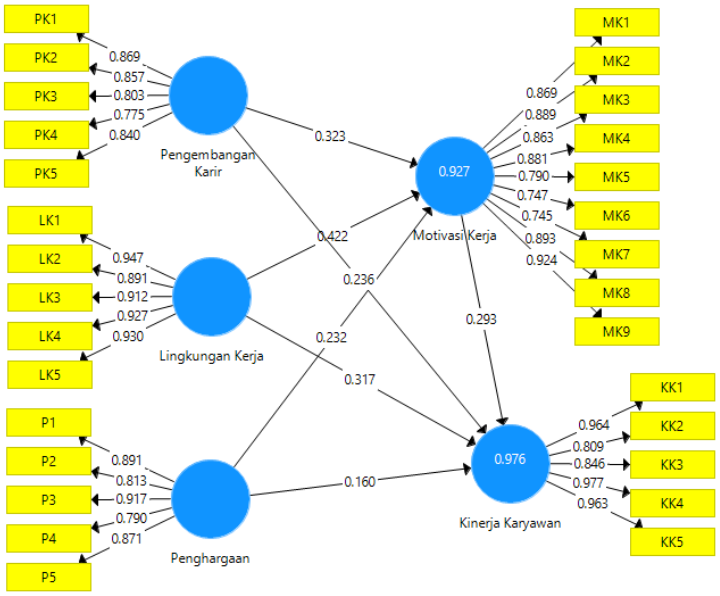

Figure 1 Outer Model Drawing

Source: SmartPLS 3.0 data processing results, (2024)

Here are the outer loading values for each construction indicator:

Table 3 Validity Test Results Table

Variable	Item Code	Outer Loading	Information
Career Development	PK1	0.869	Valid
Career Development	PK2	0.857	Valid
Career Development	PK3	0.803	Valid
Career Development	PK4	0.775	Valid
Career Development	PK5	0.840	Valid
Work Environment	LK1	0.947	Valid
Work Environment	LK2	0.891	Valid
Work Environment	LK3	0.912	Valid
Work Environment	LK4	0.927	Valid
Work Environment	LK5	0.930	Valid
Appreciation	P1	0.891	Valid
Appreciation	P2	0.813	Valid
Appreciation	P3	0.917	Valid
Appreciation	P4	0.790	Valid
Appreciation	P5	0.871	Valid
Employee Performance	KK1	0.964	Valid
Employee Performance	KK2	0.809	Valid
Employee Performance	KK3	0.846	Valid
Employee Performance	KK4	0.977	Valid
Employee Performance	KK5	0.963	Valid
Work Motivation	MK1	0.869	Valid
Work Motivation	MK2	0.889	Valid
Work Motivation	MK3	0.863	Valid
Work Motivation	MK4	0.881	Valid
Work Motivation	MK5	0.790	Valid
Work Motivation	MK6	0.747	Valid
Work Motivation	MK7	0.745	Valid

Work Motivation	MK8	0.893	Valid
Work Motivation	MK9	0.924	Valid

Source: SmartPLS 3.0 data processing results, (2024)

Based on table 3 above, all indicators of each research variable have an *outer loading* > 0.70 so that all indicators are declared valid where an indicator is declared valid, if it has an *outer loading* value greater than 0.70, while if there is an *outer loading* below 0.70 will be removed from the model. The highest indicator of Career Development is PK1 (0.869), from Work Environment is LK1 (0.947), from Awards is P3 (0.917), from Employee Performance is KK4 (0.977), and from Work Motivation is MK9 (0.924).

Average Variance Extracted (AVE) Testing

The *Average Variances Exctracted test* is used to determine the validity of each variable studied. Validity means the ability of a measuring tool to reflect the data being studied. In the partial least square test, the standardization for the Average *Variances Exctracted* assessment is 0.50, so that any latent variable that has an *Average Variances Exctracted value* > 0.50 means that it has been able to meet the requirements *of the Average Variances Exctracted*.. Here are the AVE values for each variable:

Table 4 Table of Average Variance Extracted (AVE) Test Results

Variable	AVE Scores	Information
Career Development	0.688	Valid
Work Environment	0.850	Valid
Appreciation	0.736	Valid
Employee Performance	0.717	Valid
Work Motivation	0.736	Valid

Source: SmartPLS 3.0 data processing results, (2024)

Based on table 3 and table 4, it can be seen that the value on the outer loading of all indicators has met the requirements, which is above 0.70 and is supported by the AVE value, which is also qualified, which is above 0.50. Based on table 4.8, it can be seen that the AVE value is highest in the Work Environment variable with a value of 0.850. Meanwhile, the lowest AVE value is found in the Career Development variable with a value of 0.688. Thus, it can be seen from the outer loading value in table 4 and the AVE value in table 4.8, the data from this study can be said to have met the test requirements for convergence validity.

Composite Reliability Testing

Composite Reliability *testing* is used to determine the reliability of each variable studied. Reliable means the ability of a measuring instrument to be tested repeatedly. This means that if a variable is reliable, then the statement on that variable can be used for other research at another time. In the partial least square test, the standardization for the *Composite Reliability* assessment is 0.60, so that every latent variable that has a *Composite Reliability value* of > 0.60 means that it has been able to meet the requirements *of Composite Reliability*.

Table 5 Composite Reliability Test Results Table

Variable	Composite Reliability	Information
Career Development	0.917	Reliable
Work Environment	0.966	Reliable
Appreciation	0.933	Reliable
Employee Performance	0.962	Reliable
Work Motivation	0.958	Reliable

Source: SmartPLS 3.0 data processing results, (2024)

Based on table 5, it can be seen that the composite reliability value generated by the Career Development variable (0.917), the Work Environment variable (0.966), the Award

variable (0.933), the Employee Performance variable (0.962), and the Work Motivation variable (0.958). The five variables are said to be reliable, because they meet the requirements for a composite reliability value of > 0.60.

Testing Cronbach's Alpha

The reliability test in PLS can use two methods, namely *cronbach's alpha* and *composite reliability*. The difference between *cronbach's alpha* and *composite reliability* is that *cronbach's alpha* measures the lower bound of the reliability value of a construct while *composite reliability* measures the true value of a construct. A construct is declared reliable if *the value of Cronbach's alpha* is greater than 0.60. If *Cronbach's alpha* tilapia is greater than 0.60, then the question item in the questionnaire is reliable, while if the *cronbach's alpha* value is less than 0.60, then the item in the questionnaire is not *reliable*.

Table 6 Table of Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Information
Career Development	0.886	Reliable
Work Environment	0.956	Reliable
Appreciation	0.909	Reliable
Employee Performance	0.949	Reliable
Work Motivation	0.950	Reliable

Source: SmartPLS 3.0 data processing results, (2024)

Based on table 6, Cronbach's alpha value from the Career Development variable (0.886), the Work Environment variable (0.956), the Award variable (0.909), the Employee Performance variable (0.949), and the Work Motivation variable (0.950). So all variables in this research model are reliable because they have a Cronbach's Alpha value of > 0.60.

Discriminant Validity Testing

Validity tests with *Discriminant validity* are carried out to ensure that each concept of each latent model is different from other variables. *Discrimanant validity* testing can be assessed based on *the fornell-larcker* criterion and *cross loading*. In *the fornell-larcker test, the discrimanant validity* can be said to be good if the root of the AVE in the construct is higher than the correlation of the construct with other latent variables, while in the *cross landing test*, it must show the indicator value of the other construct (Sekaran and Bougie, 2016). The decision-making criteria in this validity test are if the r-count value is greater than the r-table, then the question item in the questionnaire is valid while if the r-count value is less than the r-table, then the question item in the questionnaire is invalid.

Table 7 Discriminant Validity Cross Loading Test Results Table

Code	Career Development	Work Environment	Appreciation	Employee Performance	Work Motivation
PK1	**0.869**	0.809	0.819	0.839	0.822
PK2	**0.857**	0.845	0.832	0.835	0.820
PK3	**0.803**	0.755	0.742	0.776	0.770
PK4	**0.775**	0.725	0.715	0.746	0.712
PK5	**0.840**	0.817	0.798	0.809	0.789
LK1	0.918	**0.947**	0.916	0.935	0.924
LK2	0.844	**0.891**	0.842	0.850	0.817
LK3	0.871	**0.912**	0.900	0.901	0.872
LK4	0.868	**0.927**	0.871	0.897	0.873
LK5	0.893	**0.930**	0.897	0.911	0.903
P1	0.831	0.860	**0.891**	0.851	0.825

P2	0.742	0.746	**0.813**	0.770	0.752
P3	0.900	0.915	**0.917**	0.916	0.897
P4	0.721	0.719	**0.790**	0.728	0.721
P5	0.836	0.864	**0.871**	0.854	0.833
KK1	0.926	0.958	0.936	**0.964**	0.939
KK2	0.781	0.762	0.755	**0.809**	0.746
KK3	0.819	0.783	0.802	**0.846**	0.828
KK4	0.946	0.980	0.956	**0.977**	0.957
KK5	0.933	0.953	0.937	**0.963**	0.943
MK1	0.810	0.804	0.791	0.835	**0.869**
MK2	0.838	0.863	0.842	0.854	**0.889**
MK3	0.817	0.851	0.822	0.842	**0.863**
MK4	0.824	0.869	0.856	0.863	**0.881**
MK5	0.739	0.688	0.719	0.721	**0.790**
MK6	0.679	0.672	0.666	0.714	**0.747**
MK7	0.688	0.660	0.669	0.708	**0.745**
MK8	0.871	0.893	0.881	0.891	**0.893**
MK9	0.900	0.915	0.896	0.924	**0.924**

Source: SmartPLS 3.0 data processing results, (2024)

Based on table 7 above, it shows that the cross loading value of each indicator for its latent variable has a higher correlation compared to other latent variables. From these results, it can be stated that all variables have met the requirements in the discrimination validity test.

Table 8 Fornell-Larcker *Discriminant Validity Test Results Table*

Variable	Employee Performance	Work Environment	Work Motivation	Career Development	Appreciation
Employee Performance	0.914				
Work Environment	0.976	0.922			
Work Motivation	0.969	0.953	0.847		
Career Development	0.967	0.954	0.945	0.830	
Appreciation	0.964	0.961	0.942	0.943	0.858

Source: SmartPLS 3.0 data processing results, (2024)

Based on table 8 above, it shows that the root of AVE in the construct is higher than the correlation of the construct with other latent variables. From these results, it can be stated that all variables have met the requirements in the discrimination validity test.

Inner Model Evaluation (Structural Model)

The inner model or inner measurement is also known as a structural model, a structural model is a model that connects between latent variables. According to Ramayah et al, (2018), the feasibility test of the model was used to determine the extent to which the regression of the panel data succeeded in forming a good regression model to interpret the results of the study. There are 3 steps in the feasibility testing of the model including Normed Fit Index, Q Square and F Square.

Normed Fit Index Testing

A measure of the model's conformity to a comparative basis to *a baseline* or *null model. A null model* is generally a model that states that the variables contained in the estimated model

are not related to each other. The value of *the Normed Fit Index* ranges from 0 (the same times it does not match) to 1 (perfect fit). There is no absolute value that indicates the acceptance rate, but the recommended value is greater than 0.90 which indicates *good fit*.

Table 9 Table of Normed Fit Index Test Results

Test	Value
Normed Fit Index	0.824

Source: SmartPLS 3.0 data processing results, (2024)

Based on the results of the data obtained, it shows a Normed Fit Index value of 0.824, so it can be concluded that the model used has met the requirements of the model *feasibility (good fit)* and can be continued to the next stage.

Predictive Relevance Testing (Q2)

Predictive relevance is a test that is carried out to show how well the observation value produced using the *blindfolding* procedure is by looking at the Q square value. In the *predictive relevance* test, if *the Q square* value is greater than 0, it can be said to have a good observation value, while if *the Q square value* is less than 0, it can be stated that the observation value is not good. (Hair et al., 2011).

Table 10 Table of Predictive Relevance Test Results (Q2)

Variable	Q2 Predict
Employee Performance	0.976
Work Motivation	0.927

Source: SmartPLS 3.0 data processing results, (2024)

Based on the table above, it can be seen that the Q2 value for the Employee Performance variable is 0.976 and the Work Motivation variable is 0.927 which means that all models formed have a good observation value because they have met the requirements of Q2, namely > 0.

Testing Effect Size (F2)

The Effect Size *or* F-square *test* was carried out to determine how much relative influence of the independent latent variable on the dependent latent variable. The criteria for measuring *F-square* are if an F2 value of 0.02 is categorized as a weak influence of the latent predictor variable (exogenous latent variable) on the structural level, if the F2 value of 0.15 is categorized as a sufficient influence of the latent *predictor variable* (exogenous latent variable) on the structural level and if the F2 value of 0.20 is categorized as a strong influence of the latent predictor variable (exogenous latent variable) on the structural level Structural.

Table 11 Table of Effect Size Test Results (F^2)

Variable	Work Motivation	Employee Performance
Career Development	0.115	0.169
Work Environment	0.137	0.208
Appreciation	0.051	0.070
Employee Performance	-	-
Work Motivation	-	0.263

Source: SmartPLS 3.0 data processing results, (2024)

Based on table 11 Career Development has an *effect size* value of 0.115 on Work Motivation and 0.169 on Employee Performance, Career Development has a weak influence on Work Motivation and has a sufficient influence on Employee Performance. The Work Environment has an *effect size* value of 0.137 on Work Motivation and 0.208 on Employee Performance, so the Work Environment has a weak influence on Work Motivation and a strong

influence on Employee Performance. The Award has an *effect size* value of 0.051 on Work Motivation and 0.070 on Employee Performance, so the Award has a weak influence on Work Motivation and Employee Performance. Work Motivation has an *effect size* value of 0.263 on Employee Performance, so Work Motivation has a strong influence on Employee Performance.

Path Coefficients Testing

Path coefficients *testing* is a useful value in showing the direction of the relationship in a variable, whether a hypothesis has a positive or negative direction. *Path coefficients* have values that are in the range of -1 to 1. If the value is in the range of 0 to 1, it can be declared positive, while if the value is in the range of -1 to 0, it can be declared negative.

Table 12 Table of Path Coefficients Test Results

Construct	Path Coefficients
Career Development -> Employee Performance	0.236
Work Environment -> Employee Performance	0.317
Employee Performance > Awards	0.160
Career Development -> Work Motivation	0.323
Work Environment -> Work Motivation	0.422
Awards > Work Motivation	0.232
Work Motivation -> Employee Performance	0.293
Career Development -> Work Motivation -> Employee Performance	0.095
Work Environment -> Work Motivation -> Karyayawan Performance	0.124
Awards -> Work Motivation -> Employee Performance	0.068

Source: SmartPLS 3.0 data processing results, (2024)

Based on table 12 it can be explained that:

1. Career Development has a positive coefficient value which indicates that the higher the Career Development, the higher the Employee Performance.
2. The Work Environment has a positive coefficient value which indicates that the higher the Work Environment, the higher the Employee Performance.
3. Awards have a positive coefficient value which indicates that the higher the Award, the higher the Employee Performance.
4. Career Development has a positive coefficient value which indicates that the higher the Career Development, the higher the Work Motivation.
5. The Work Environment has a positive coefficient value which indicates that the higher the Work Environment, the higher the Work Motivation.
6. The award has a positive coefficient value which indicates that the higher the award, the higher the work motivation.
7. Work Motivation has a positive coefficient value which indicates that the higher the Work Motivation, the higher the Employee Performance.
8. Career Development has a positive coefficient on Employee Performance through Work Motivation so that the higher the Career Development, the higher the Employee Performance through Work Motivation.
9. The Work Environment has a positive coefficient for Employee Performance through Work Motivation so that the higher the Work Environment, the higher the Employee Performance through Work Motivation.
10. Awards have a positive coefficient on Employee Performance through Work Motivation so that the higher the Award, the higher the Employee Performance through Work Motivation.

Hypothesis Test

Hypothesis tests are used to answer the initial conjectures of the research. On Partial Least Square, to test the hypothesis a bootstrapping calculation is used. By using bootstrapping, the following analysis results will be obtained:

a. Statistical t value, which we compare with the t value of the table to test whether or not exogenous variables have a significant effect on endogenous.
b. The value of the p value, to compare whether the value is below the significant level, if it is below 0.05 or above 0.05 to state a null hypothesis or an alternative hypothesis that is accepted or rejected.
c. The original sample, used as the regression coefficient value to complete the regression equation.
d. So the conditions that must be met are as follows:
   If the p value > 0.05 or the t statistics < 1.96 then Ha is rejected, Ho is accepted
   If the p value ≤ 0.05 and the t statistics ≥ 1.96 then Ha is accepted, Ho rejected.

The stages of testing the structural model (hypothesis test) are carried out with the following steps

Table 13 Table of Results of Direct Influence Hypothesis Test

Construct	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Career Development -> Employee Performance	0.236	0.237	0.071	3.346	0.001
Work Environment -> Employee Performance	0.317	0.326	0.080	3.961	0.000
Employee Performance > Awards	0.160	0.162	0.066	2.416	0.016
Career Development -> Work Motivation	0.323	0.314	0.089	3.627	0.000
Work Environment -> Work Motivation	0.422	0.422	0.113	3.728	0.000
Awards > Work Motivation	0.232	0.239	0.108	2.143	0.033
Work Motivation -> Employee Performance	0.293	0.283	0.051	5.686	0.000

Source: SmartPLS 3.0 data processing results, (2024)

Based on table 13, it can be concluded that the results of testing the direct influence hypothesis are as follows:

H1: Career Development has a positive and significant effect on Employee Performance

The results of hypothesis testing show that the p value for the influence of Career Development on Employee Performance is 0.001 < 0.05 with t statistics is 3.346 > 1.96 and the original sample value is positive 0.236 which means that Career Development has a positive and significant effect on Employee Performance. Thus, the hypothesis that Career Development has a positive and significant effect on Employee Performance **is accepted**.

H2: The Work Environment has a positive and significant effect on Employee Performance

The results of the hypothesis test show that the p value for the influence of the Work Environment on Employee Performance is 0.000 < 0.05 with t statistics is 3.961 > 1.96 and the original sample value is positive 0.317 which means that the Work Environment has a positive and significant effect on Employee Performance. Thus, the hypothesis that the Work Environment has a positive and significant effect on Employee Performance **is accepted**.

H3: Rewards have a positive and significant effect on Employee Performance

The results of the hypothesis test showed that the p value for the influence of Rewards on Employee Performance was 0.016 < 0.05 with t statistics being 2.416 > 1.96 and the original

positive sample value was 0.160 which means that Rewards had a positive and significant effect on Employee Performance. Thus, the hypothesis that the Award has a positive and significant effect on Employee Performance **is accepted**.

H4: Career Development has a positive and significant effect on Work Motivation

The results of hypothesis testing showed that the p value for the influence of Career Development on Work Motivation was 0.000 < 0.05 with t statistics being 3.627 > 1.96 and the original sample value was positive 0.323 which means that Career Development had a positive and significant effect on Work Motivation. Thus, the hypothesis that Career Development has a positive and significant effect on Work Motivation **is accepted**.

H5: Work Environment has a positive and significant effect on Work Motivation

The results of hypothesis testing showed that the p value for the influence of the Work Environment on Work Motivation was 0.000 < 0.05 with t statistics being 3.728 > 1.96 and the original sample value was positive 0.422 which means that the Work Environment had a positive and significant effect on Work Motivation. Thus, the hypothesis that the Work Environment has a positive and significant effect on Work Motivation **is accepted**.

H6: Rewards have a positive and significant effect on Work Motivation

The results of hypothesis testing showed that the p value for the influence of Reward on Work Motivation was 0.033 < 0.05 with t statistics being 2.143 > 1.96 and the original sample value was positive 0.232 which means that Reward had a positive and significant effect on Work Motivation. Thus, the hypothesis that the Award has a positive and significant effect on Work Motivation **is accepted**.

H7: Work Motivation has a positive and significant effect on Employee Performance

The results of hypothesis testing show that the p value for the influence of Work Motivation on Employee Performance is 0.000 < 0.05 with t statistics being 5.686 > 1.96 and the original sample value is positive 0.293 which means that Work Motivation has a positive and significant effect on Employee Performance. Thus, the hypothesis that Job Motivation has a positive and significant effect on Employee Performance **is accepted**.

Table 14 Table of Results of Indirect Influence Hypothesis Test

Construct	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Career Development -> Work Motivation -> Employee Performance	0.095	0.089	0.030	3.178	0.002
Work Environment -> Work Motivation -> Employee Performance	0.124	0.121	0.043	2.859	0.004
Awards -> Work Motivation -> Employee Performance	0.068	0.066	0.030	2.279	0.023

Source: SmartPLS 3.0 data processing results, (2024)

Based on table 14, it can be concluded that the results of testing the indirect influence hypothesis are as follows:

H8: Career Development has a positive and significant effect on Employee Performance mediated by Work Motivation

The results of hypothesis testing showed that the p value for the influence of Career Development on Employee Performance through Work Motivation was 0.002 < 0.05 with a t-statistics value of 3,178 > 1.96, and the original positive sample was 0.095 which means that Career Development had a positive and significant effect on Employee Performance through Work Motivation. Thus, the hypothesis that Career Development has a positive and significant effect on Employee Performance mediated by Work Motivation **is accepted**.

H9: Work Environment has a positive and significant effect on Employee Performance mediated by Work Motivation

The results of hypothesis testing show that the p value for the influence of the Work Environment on Employee Performance through Work Motivation is 0.004 < 0.05 with a t-statistics value of 2.859 > 1.96, and the original positive sample is 0.124 which means that the Work Environment has a positive and significant effect on Employee Performance through Work Motivation. Thus, the hypothesis that the Work Environment has a positive and significant effect on Employee Performance mediated by Work Motivation **is accepted**.

H10: Rewards have a positive and significant effect on Employee Performance mediated by Work Motivation

The results of the hypothesis test show that the p value for the influence of Rewards on Employee Performance through Work Motivation is 0.023 < 0.05 with t statistics values of 2,279 > 1.96, and the original positive sample is 0.068 which means that Rewards have a positive and significant effect on Employee Performance through Work Motivation. Thus, the hypothesis that the Award has a positive and significant effect on Employee Performance mediated by Work Motivation **is accepted**.

Discussion

The Effect of Career Development on Employee Performance

The first hypothesis in this study shows that the hypothesis is accepted, Based on the calculation, a p value for the influence of Career Development on Employee Performance is obtained 0.001 with a t-statistics value of 3.346, and the coefficient of Career Development pathway on Employee Performance is 0.236, which means that Career Development has a positive and significant effect on Employee Performance, meaning that changes in the value of Career Development have a unidirectional effect on Performance Employees or in other words, if Career Development increases, there will be an increase in Employee Performance and statistically has a significant influence. Based on the research that has been carried out, it is proven that this research supports previous research conducted by (Akbar et al., 2020; Muna & Isnowati, 2022; Nugraha & Suryadi, 2022), who found the same thing, namely Career Development has a positive and significant effect on Employee Performance.

The Influence of the Work Environment on Employee Performance

The second hypothesis in this study shows that the hypothesis is accepted, Based on the calculation, a p value for the influence of the Work Environment on Employee Performance is obtained 0.000 with a t-statistics value of 3.961, and the coefficient of the Work Environment path on Employee Performance is 0.317, which means that the Work Environment has a positive and significant effect on Employee Performance, meaning that changes in the value of the Work Environment have a direct influence on Employee Performance or in other words, if the Work Environment improves, there will be an increase in Employee Performance and statistically has a significant influence. Based on the research that has been carried out, it is proven that this study supports previous research conducted by (Badrianto et al., 2022; Iis et al., 2022) which found the same thing, namely the Work Environment has a positive and significant effect on Employee Performance.

The Effect of Rewards on Employee Performance

The third hypothesis in this study shows that the hypothesis is accepted, Based on the calculation, a p value for the influence of Rewards on Employee Performance is obtained 0.016 with a t statistics value of 2.416, and the coefficient of the Award path to Employee Performance is 0.160, which means that Rewards have a positive and significant effect on Employee Performance, meaning that changes in the value of Awards have a unidirectional influence on Employee Performance or in other words, If the Award increases, there will be an increase in Employee Performance and statistically has a significant influence. Based on the research that has been carried out, it is proven that this study supports previous research

conducted by (Azizah et al., 2023; Herawati et al., 2022) which found the same thing, namely that Awards have a positive and significant effect on Employee Performance.

The Effect of Career Development on Work Motivation

The fourth hypothesis in this study shows that the hypothesis is accepted, Based on the calculation, a p value for the influence of Career Development on Work Motivation is obtained 0.000 with a t-statistics value of 3.627, and the coefficient of Career Development pathway on Work Motivation is 0.323, which means that Career Development has a positive and significant effect on Work Motivation, meaning that changes in the value of Career Development have a direct influence on Work Motivation or in other words, if Career Development increases, there will be an increase in Work Motivation and statistically has a significant influence. Based on the research that has been conducted, it is proven that this study supports previous research conducted by (Putri et al., 2022) found the same thing, namely Career Development has a positive and significant effect on Work Motivation.

The Influence of Work Environment on Work Motivation

The fifth hypothesis in this study shows that the hypothesis is accepted, Based on the calculation, a p value for the influence of the Work Environment on Work Motivation is obtained 0.000 with a t-statistics value of 3.728, and the coefficient of the Work Environment pathway on Work Motivation is 0.422, which means that the Work Environment has a positive and significant effect on Work Motivation, meaning that changes in the value of the Work Environment have a direct influence on Work Motivation or with In other words, if the Work Environment increases, there will be an increase in Work Motivation and statistically has a significant influence. Based on the research that has been conducted, it is proven that this study supports previous research conducted by (Prakoso et al., 2014) found the same thing, namely the Work Environment has a positive and significant effect on Work Motivation.

The Effect of Rewards on Work Motivation

The sixth hypothesis in this study shows that the hypothesis is accepted, Based on the calculation, a p value for the influence of Rewards on Work Motivation is obtained 0.033 with a t-statistics value of 2.143, and the coefficient of the Award path on Work Motivation is 0.232, which means that Rewards have a positive and significant effect on Work Motivation, meaning that changes in the value of Awards have a direct influence on Work Motivation or in other words, If the Award increases, there will be an increase in Work Motivation and statistically has a significant influence. Based on the research that has been carried out, it is proven that this study supports previous research conducted by F(Kentjana & Nainggolan, 2018) who found the same thing, namely that awards have a positive and significant effect on work motivation.

The Effect of Work Motivation on Employee Performance

The seventh hypothesis in this study shows that the hypothesis is accepted, Based on the calculation, a p value for the influence of Work Motivation on Employee Performance is obtained 0.000 with a t statistics value of 5.686, and the coefficient of the Work Motivation pathway on Employee Performance is 0.293, which means that Work Motivation has a positive and significant effect on Employee Performance, meaning that changes in the value of Work Motivation have a unidirectional influence on Employee Performance or in other words. In addition, if Work Motivation increases, there will be an increase in Employee Performance and statistically has a significant influence. Based on the research that has been conducted, it is proven that this study supports previous research conducted by (Prabu & Wijayanti, 2016; Wirana & Darmawan, 2024) who found the same thing, namely Work Motivation has a positive and significant effect on Employee Performance.

The Effect of Career Development on Employee Performance Mediated by Work Motivation

The eighth hypothesis in this study shows that the hypothesis is accepted, Based on the calculation, the p value for the influence of Career Development on Employee Performance

through Work Motivation is 0.002 with a t-statistics value of 3.178, and the coefficient of Career Development pathway on Employee Performance through Work Motivation is 0.095, which means that Career Development has a positive and significant effect on Employee Performance through Work Motivation, This means that changes in the value of Career Development have a unidirectional influence on Employee Performance through Work Motivation, Thus it can be concluded that Work Motivation mediates Career Development on Employee Performance. Based on the research that has been conducted, it is proven that this study supports previous research conducted by (Balbed & Sintaasih, 2019) who found the same thing, namely Career Development has a positive and significant effect on Employee Performance mediated by Work Motivation.

The Influence of the Work Environment on Employee Performance Mediated by Work Motivation

The ninth hypothesis in this study shows that the hypothesis is accepted, Based on the calculation, the p value for the influence of the Work Environment on Employee Performance through Work Motivation is 0.004 with a t-statistics value of 2.859, and the coefficient of the Work Environment pathway on Employee Performance through Work Motivation is 0.124, which means that the Work Environment has a positive and significant effect on Employee Performance through Work Motivation, This means that changes in the value of the Work Environment have a one-way influence on Employee Performance through Work Motivation, Thus it can be concluded that Work Motivation mediates the Work Environment on Employee Performance. Based on the research that has been conducted, it is proven that this study supports previous research conducted by (Iis et al., 2022) found the same thing, namely the Work Environment has a positive and significant effect on Employee Performance mediated by Work Motivation.

The Effect of Awards on Employee Performance Mediated by Work Motivation

The tenth hypothesis in this study shows that the hypothesis is accepted, Based on the calculation, the p value for the influence of Rewards on Employee Performance through Work Motivation is 0.023 with a t-statistics value of 2.279, and the coefficient of the Reward path on Employee Performance through Work Motivation is 0.068, which means that Rewards have a positive and significant effect on Employee Performance through Work Motivation, This means that the change in the value of the Award has a one-way influence on Employee Performance through Work Motivation, Thus it can be concluded that Work Motivation mediates the Award on Employee Performance. Based on the research that has been conducted, it is proven that this study supports previous research conducted by (Asmara Ning Ayu & KL, 2022) which found the same thing, namely Awards have a positive and significant effect on Employee Performance mediated by Work Motivation.

CONCLUSION

Based on the research findings, several key conclusions can be drawn. Firstly, career development has a significant positive effect on employee performance, as clear and structured career paths enhance employee enthusiasm and capabilities, leading to better performance. Similarly, a positive work environment significantly boosts employee performance by providing comfort and good relationships, which make the work atmosphere more enjoyable and productive. Additionally, awards play a crucial role in improving performance by making employees feel valued and motivated. Career development also positively influences work motivation, as structured career paths help employees stay motivated with clear goals. A supportive work environment further enhances work motivation by creating a comfortable and engaging atmosphere. Awards, too, increase work motivation by recognizing and appreciating employees' efforts. Ultimately, work motivation significantly enhances employee performance, with motivated employees exhibiting higher creativity and productivity. Moreover, career

development, work environment, and awards all improve employee performance through their impact on work motivation, demonstrating that motivation is a key mediator in enhancing overall performance.

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