

## **Work Life Balance as A Moderating Variable of The Effect of Reward on Employee Performance**

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### **ABSTRACT**

*This research is quantitative with an explanatory approach. The data used in this study is primary data obtained directly by the researcher from Geprek Benu employees spread throughout Indonesia. The data obtained was analyzed using PLS 4.0 software. The result in this article shows that each hypothesis in this article can be accepted and proven. In the first hypothesis, the Reward variable can have a positive relationship and a significant influence on Employee Performance because the P-Values are positive and below the 0.05 significance level, namely 0.002. These results mean that Rewards can make employees happier and more enthusiastic at work. With more enthusiasm and happiness in their work, it will improve Employee Performance. In addition, the Work-Life Balance variable can also moderate the influence of the Reward variable on Employee Performance because the P-Values are positive and below the 0.05 significance level, namely 0.000. Based on this, the first and second hypotheses in this article can be accepted and proven*

**Keywords:** *Work Life Balance, Reward, Employee Performance*

### **INTRODUCTION**

Rewards are one method to motivate someone to do good and improve their performance. Rewards are rewards, prizes, awards, or rewards that aim to make someone more active in their efforts to improve or enhance the performance that has been achieved. Rewards can be interpreted as a form of appreciation for a particular achievement given, either by and from an individual or an institution, usually in the form of material or words (Marzuqi, 2021). Rewards given to employees will have a significant impact on performance. According to (IHSAN, 2019) Rewards are something given to individuals or groups if they perform an excellence in a certain field. According to (RIANSYAH, 2021), "rewards are efforts to foster a feeling of acceptance (recognition) in the work environment, which touches on aspects of compensation and aspects of relationships between workers with one another." Managers evaluate individual performance results both formally and informally. In other words, rewards are anything

in the form of pleasant appreciation given to employees with the aim of ensuring that employees continue to do good and commendable work. In management terms, rewards are a tool for increasing employee motivation. This method can associate a person's actions and behavior with feelings of happiness and joy, which usually leads to them repeating a good deed.

According to Echolas and Shadily (2005:485), as quoted by (Lena Ellitan dan Lina Anata, 2009), a reward is something we give to someone for doing something. This is a natural expression of appreciation, an expression of our gratitude and attention. In management terms, rewards are a tool to increase employee motivation and loyalty. This method can associate a person's actions and behavior with feelings of happiness and joy, and usually makes them repeat good deeds. Rewards also aim to make someone more active in improving or enhancing their achievements.

Rewards play a crucial role in improving employee performance because they are a form of positive assessment of employees for their achievements and results. Rewards aim to encourage individuals to be more active in carrying out their work or activities. Consequently, employees will engage in actions or achieve specific accomplishments to earn these rewards. The explanation above demonstrates a strong relationship between rewards and employee performance, further strengthened by previous research conducted by (Handoko, 2014), who stated that rewards influence employee performance. Providing appropriate rewards to employees who have demonstrated good performance will significantly improve their performance. This finding aligns with research by (Yuni, 2016) that found a significant relationship between rewards and employee performance.

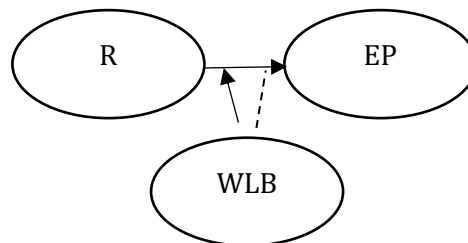
Furthermore, research by (Mondy, R., 2008) states that rewards simultaneously contribute significantly to employee performance, thereby improving it. According to (RIANSYAH, 2021) states that rewards have a positive and significant effect on employee performance variables. In line with the above research, (Kartikaningdyah & Ramadhani, 2017) states that rewards have a positive and significant effect on employee performance variables. Similarly, according to (Samsudin, 2015), rewards have a positive and significant effect on employee performance. According to (Purnama, 2015) that rewards partially have a positive and significant effect on employee performance. Rewards are very important for every individual employee who is willing to work hard and enthusiastically to improve employee performance. Leaders must realize that employees will be willing to work hard in the hope of fulfilling their needs and desires through their work. Rewards have a positive effect on employee performance if the reward system is more equitable, namely the existence of salaries and bonuses, welfare, and career development, then employee performance will increase, namely by being able to carry

out their work well with quality, being punctual, effective, and having independence.

Based on the explanation above, the researcher believes that rewards can have a positive relationship direction and a significant influence on employee performance. Performance is defined as the work results in quality and quantity that can be achieved by an employee in carrying out their main duties and functions as an employee in accordance with the responsibilities assigned or given. According to (Mangkuprawira, 2007) in his book Human Resource Management of the company, the definition of performance is the work results in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given. There are several previous studies (APRIANTI, 2024); (Riansyah, 2021) & (Andy Pratama & Putri Handayani, 2022) showing a positive relationship direction and a significant influence on employee performance. In contrast to the research (APRIANTI, 2024); (Riansyah, 2021) & (Andy Pratama & Putri Handayani, 2022), this article adds the variable Work Life Balance as a moderating variable.

## RESEARCH METHODS

**Figure 1**  
Model



### **Noted:**

R: Reward

EP: Employee Performance

WLB: Work Life Balance

### **Hypothesis:**

H1: The Influence of Reward on Employee Performance

H2: Work Life Balance Can Moderates The Influence of Reward on Employee Performance

The figure above shows the author's intent and purpose in selecting the three variables used in this article to test each variable and to use one of the variables as a moderating variable (Sugiyono, 2019). In this study, the Reward variable serves as the Independent variable, the Employee Performance variable serves as the Dependent variable, and the Work-Life Balance variable serves as the moderating variable (Rukin, 2019). This research is quantitative with an explanatory approach. The data used in this study is primary data obtained directly by the researcher from Geprek Benu employees spread throughout Indonesia (Abdurahman, 2016). The data obtained was analyzed using PLS 4.0 software, with a more complete explanation below (Yani, 2012).

## **RESULT AND DISCUSSION**

### **Background Analysis**

Rewards are one method to motivate someone to do good and improve their performance. Rewards are rewards, prizes, awards, or rewards that aim to make someone more active in their efforts to improve or enhance the performance that has been achieved. Rewards can be interpreted as a form of appreciation for a particular achievement given, either by and from an individual or an institution, usually in the form of material or words (Marzuqi, 2021). Rewards given to employees will have a significant impact on performance. According to (IHSAN, 2019) Rewards are something given to individuals or groups if they perform an excellence in a certain field. According to (RIANSYAH, 2021), "rewards are efforts to foster a feeling of acceptance (recognition) in the work environment, which touches on aspects of compensation and aspects of relationships between workers with one another." Managers evaluate individual performance results both formally and informally. In other words, rewards are anything in the form of pleasant appreciation given to employees with the aim of ensuring that employees continue to do good and commendable work. In management terms, rewards are a tool for increasing employee motivation. This method can associate a person's actions and behavior with feelings of happiness and joy, which usually leads to them repeating a good deed.

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## Validity Test

The validity test is the opening stage for the subsequent stages in this article, namely the Reliability Test and the Path Coefficient. The validity test is the first stage and serves to determine whether the data collected by the researcher in this article is valid. Based on this, the following are the results of the validity test in this article (Ghozali, 2016):

**Table 1**  
Validity Test

Variable	Question Item	Loading Factor
Reward (X)	Rewards Can Influence Employee Performance	0.894
	Rewards can make employees more enthusiastic about their work	0.911
	Rewards can boost employee mood	0.926
	Rewards can be influenced by Work-Life Balance	0.934
Employee Performance (Y)	Employee performance can be influenced by employee happiness at work	0.952
	Employee performance can be influenced by employee enthusiasm at work	0.937
	Employee performance can be influenced by rewards	0.941
	Employee performance can be influenced by employee mood at work	0.949
Work Life Balance (Z)	Work-Life Balance can influence Employee Performance	0.971

	Rewards can strengthen the influence of rewards on employee performance	0.988
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**Valid** > 0.70

### Reliability Test

The middle stage after the validity test and before the path coefficient is the reliability test. This stage serves to determine whether the variables used in this article are reliable. Based on this, the following are the results of the reliability test in this article (Hair, 2010).

**Table 2**  
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Reward	0.923	0.885	Reliable
Employee Performance	0.942	0.895	Reliable
Work Life Balance	0.981	0.931	Reliable

**Reliable** > 0.70

### Path Coefisien

The final, and most crucial, stage in this article is the Path Coefficient stage. This stage can be carried out after the author has completed the two previous stages: the validity test and the reliability test. This stage serves to determine whether the hypothesis in this article is acceptable or not. Based on this, the following are the results of the Path Coefficient in this article (Sarstedt et al., 2014).

**Table 3**  
Path Coefisien

	Variable	P-Values	Noted
<b>Direct Influence</b>	R->EP	0.002	Accepted
<b>Indirect Influence</b>	WLB* R->EP	0.000	Accepted

**Significant Level & Accepted** < 0.05

The results of the third table above indicate that each hypothesis in this article can be accepted and proven. In the first hypothesis, the Reward variable can have a positive relationship and a significant influence on Employee Performance because the P-Values are positive and below the 0.05 significance level, namely 0.002. These results are in line with research by (APRIANTI, 2024); (Riansyah, 2021) & (Andy Pratama &

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## **CONCLUSION**

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