

## **Analysis Of Factors That Influence Employee Performance Through Work Effectiveness**

(case study at the Brebes district national land agency office)

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### **Abstract**

This study aims to determine the effect of organizational support and reward systems on employee performance with work effectiveness as an intervening variable. the data analysis technique used in this study was PLS-SEM with a total of 106 employees as respondents. data processing in this study was assisted using smartPLS 3.0. The results of this study indicate that organizational support has no effect on work effectiveness with a P-Value (0.066), the reward system has a positive influence on work effectiveness with a P-Value (0.002), work effectiveness has a positive influence on employee performance with a P value -Value (0.007), organizational support has no effect on employee performance with a P-Value (0.180), the reward system has a positive influence on employee performance with a P-Value (0.000), organizational support has a positive influence on employee performance with P-Value (0.044), the reward system does not have a positive effect on employee performance with a P-Value (0.111)

**Keywords:** Organizational Support, Reward System, Employee Performance and Work Effectiveness

### **Introduction**

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to the employee (Mangkunegara 2013:67). for evaluating the performance of the company's employees has several indications such as attitude and commitment, this must also be supported by the development of the company's strategy. Every company is expected to have a workforce that is creative and full of innovation in order to create a company that excels and is able to compete with other companies. Quantity can be seen from how many units are produced or the number of activities completed. while the quality that can be measured from the results of work and perfection in abilities and skills.

Quantity and quality cannot be separated from organizational support. Organizational support is one of the important things that must be owned by an employee to easily adapt to a new environment and improve the ability of employees to work. Organizational support itself is divided into several aspects such as providing adequate facilities for employees to work, the company provides moral support and positive encouragement for employees.

According to (Notoatmodjo, 2003) support is a form of encouragement given to someone, whether it's support in an unreal or real way as motivation in carrying out activities. According to (Rhoades & Eisenberger, 2002) Organizational support itself is an employee's assessment of the company that the extent to which the company can reward employee contributions and also the company's concern for employee welfare so as to help meet employee needs both directly and indirectly.

### ***Organizational support category***

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Rhoades and Eisenberger (2002) indicate that there are 3 categories related to perceptions of employee and organizational support:

- 1) Justice related to the procedures for distributing resources among employees (Greenberg, in Rhoades & Eisenberger 2002) several cases related to fairness in resources have a strong impact, so that justice influences concern for employee welfare.
- 2) Superior support, employees assess the extent of superior support as seen from the superior's concern for employees, such as welfare provided by superiors to employees.
- 3) Organizational rewards and working conditions such as: salary and promotion, job security, independence training.

***Organizational support indicators***

according to Rhoades & Eisenberger (2002) in Hans (2018:512), namely:

- 1) The organization values employee contributions  
Employee contributions in question are forms of contributions from employees to organizations such as employees participating in providing energy, thoughts, authority and others in order to succeed and achieve organizational goals. That way the organization should appreciate all forms of contribution from its employees.
- 2) The organization appreciates the extra effort employees have put in  
The extra effort in question is the hard work of employees such as having the will and ability to achieve targets that exceed their own limits.
- 3) The organization pays attention to employee complaints  
Employee complaints in question are in the form of problems that employees encounter in the organization. Such as workload, work stress, work that does not match expectations and others. Here employees hope that the organization can pay attention to all existing problems.
- 4) The organization cares about the well-being of employees  
Employee welfare can be provided by the organization to its employees in the context of remuneration for what employees have given to the organization. This welfare can be in the form of severance pay, annual leave, insurance and others the organization shows great concern
- 5) Organizational attention to its employees can be done by appreciating employees, namely showing appreciation and providing opportunities to develop for the better.

In addition to organizational support, employees also need rewards in the form of prizes for their achievements while working. The reward system is a form of recompense that can be given by the company to employees for having carried out some good behavior, such as work performance, contributing energy and thoughts and successfully carrying out tasks according to targets which have an impact on the excellence of the company's values.

Rewards given by the company to employees can be in the form of compensation such as salary increases and bonuses. besides that, the company can also give gifts in the form of goods or other appreciation. with the existence of organizational support and a reward system is expected to have a good effect on employee performance. this is supported by evaluating the effectiveness of employees' work towards the company.

According to Sastro hadiwiryo (2009) states that reward is a form of wages for services provided by the company to employees. Leman (2000) added that reward is a form of appreciation to employees if employees have carried out an excellence in the field they master. Awards given by companies are usually in several categories such as money and goods, either directly or indirectly.

***Reward system indicator***

Reward system indicator is:

- 1) The work itself Luthans (2002) Where employees can find interesting tasks and jobs, where employees can learn and get the opportunity to be responsible for their work.
- 2) Wages  
Wages here are rights that must be received and expressed in the form of money as compensation from a company or organization that is determined and paid according to agreements and work agreements.

- 3) Opportunity  
The opportunity in question is an opportunity that exists in an effort to achieve the desired goals with the various powers possessed by an employee.
- 4) Promotion  
Promotion here is a promotion where employees can raise positions to a higher level, such as promotions that have an impact on salary increases and facilities received.
- 5) Supervision  
This supervision is in the form of a mechanism provided by outstanding employees in achieving certain targets. This supervision is intended so that everything can run smoothly
- 6) Colleagues  
Co-workers can affect employee satisfaction and performance, co-workers themselves, namely fellow employees who have competent abilities and can provide mutual support to one another

### ***Employee Performance Indicators***

According to Robbins (2006; 260), the indicators used to measure employee performance are as follows:

- 1) Quality  
Quality of work can be measured by employee perceptions of the quality of the work produced and the perfection of tasks on the skills and abilities of an employee in the organization.
- 2) Quantity  
Quantity is the quantity expressed and produced in terms of the number of units and the number of work cycles completed.
- 3) Punctuality  
Timeliness is the level of activity carried out at the beginning of a predetermined time, in terms of coordination with output results, and can maximize the time available.
- 4) Effectiveness  
Effectiveness is the extent to which the use of organizational resources (labor, money, technology and raw materials) is maximized with the aim of increasing employee performance.
- 5) Independence  
Independence is the level of an employee who will be able to carry out his job functions without asking for help, guidance from someone or asking for supervision from other people.

Rizky et al., (2020) work effectiveness is a measure that states how far the quantity, quality and time targets have been achieved. work can be judged good or bad can be seen from the results of the completion of the work.

Previous research by Tyasih Sukma Pawestri, (2017) shows that organizational support variables do not affect employee performance. This is because employees feel that the organization's recognition of their existence is not so important. because limited education makes them think that just getting a wage is more than enough. This is different from research conducted by Hamida, (2020) which states that organizational support has a positive effect on employee performance because organizational support is seen as assistance from companies that provide support to employees.

In another study, namely from Basuki & Saputra, (2017) conducted research with results showing that the reward system has a positive effect on employee performance. this shows that the wages or salaries of workers are still lacking for employees so that employees need rewards for better work results. Rizky et al., (2020) work effectiveness is a measure that states how far the quantity, quality and time targets have been achieved. Work can be judged good or bad can be seen from the results of the completion of the work.

Robbins (2003) stated that effectiveness is related to the individual's ability to choose and do something appropriate and can provide positive value to the company. The term effectiveness is widely used in the corporate environment to describe whether or not the goals set by the company are appropriate or not. This effectiveness can be seen from the benefits and advantages that are selected and in terms of benefits and advantages.

***Work effectiveness indicators***

***Work effectiveness has the following indicators***

- 1) Adaptability  
The ability to adapt referred to here is the response of individuals who try to successfully overcome the needs within themselves such as overcoming tensions, conflicts that they experience, so that a level of harmony is realized.
- 2) Productivity  
Productivity is a way to measure the results of the efforts that have been made while being an employee.
- 3) Job satisfaction  
Job satisfaction, namely the level of worker satisfaction related to the nature of the work, the work results achieved, the form of supervision and feelings of liking for the work being occupied

This study also contributes to the development of a scientific framework in which organizational support and reward systems can have an influence on employee performance through work effectiveness. In this study, we develop a research model to explain the effect of organizational support and reward systems on employee performance through work effectiveness in the workplace.

The results from these different view points vary widely. Therefore, the emphasis of this research is to find out how much influence organizational support and reward systems have on employee performance through work effectiveness.

Based on several considerations and ideas, the questions that should be in this research are:

1. Does organizational support affect employee performance?
2. Does the reward system affect employee performance?
3. Does organizational support affect work effectiveness?
4. Does the reward system affect work effectiveness?
5. Does work effectiveness affect employee performance?
6. Can work effectiveness mediate the influence of organizational support on employee performance?
7. Can work effectiveness mediate the effect of the reward system on employee performance?

***Research Hypothesis***

The hypothesis is a temporary answer obtained from the proposed research. (Susmiati & Sudarma, 2015) Sudarma argue that the hypothesis is a temporary answer to the problem statement. It is said temporarily, because the answers obtained based on the theory are not yet regarding the facts. Based on an explanation of the framework, thinking and paradigm of previous research, the hypothesis of the research put forward as a temporary answer to the problem formulation is as follows:

H1: It is suspected that organizational support influences work effectiveness.

H2: It is suspected that the reward system has an effect on work effectiveness.

H3: It is suspected that work effectiveness affects employee performance.

H4: It is suspected that organizational support influences employee performance.

H5: It is suspected that the reward system has an effect on employee performance.

H6: It is suspected that organizational support influences employee performance through work effectiveness.

H7: It is suspected that the reward system influences employee performance through work effectiveness.

Then proceed with a discussion of research methodology and data analysis which is discussed in more depth in the methodology section. The article concludes with a summary of the study's findings

and results, as well as research directions and academic suggestions, all of which are included at the end.

### ***The Effect of Organizational Support on Work Effectiveness***

Organizational support in a company is an important matter to be given special attention, organizational support obtained by employees can be a benchmark, where employees can provide work effectiveness if employees get positive support from the company. According to (Notoatmodjo, 2003) support is a form of encouragement given to someone, whether it's support in an unreal or real way as motivation in carrying out activities.

Strong and positive support greatly influences the work effectiveness of an employee. That way organizational support and work effectiveness have a strong relationship where organizational goals will be realized if they have good and competent human resources. This is reinforced by research conducted by Parulian Naibaho 2021 which states that organizational support has a positive effect on work effectiveness. Because employees think that if the organization provides good support, the effectiveness of employees will also be better.

H1: "Does Organizational Support Have an Influence on Employee Work Effectiveness?"

### ***The Influence of the Reward System on Work Effectiveness***

The higher the employee receives the reward, the better the performance of the employee at the company. Rewards are not only measured in terms of material but are also influenced by interactions between people in the company environment so that employees can carry out their duties to the fullest, the company must provide positive encouragement to employees by paying attention to the work environment

This is reinforced by research conducted by MitaVirliyana (2020) which states that the reward system has a positive effect on employee work effectiveness. Because employees think that if the company can appreciate their performance, employees will feel happy, triggering employee enthusiasm in doing their job well. Based on the research above, it can be concluded that the research hypothesis is:

H2: "Does the Reward System Have an Influence on Employee Work Effectiveness?"

### ***Effect of Work Effectiveness on Employee Performance***

Work effectiveness is also a description of the success or failure of a company in achieving its targets. Siagian (2003: 151) work effectiveness, namely the form of work completion in accordance with the time that has been made by the company. Work can be judged good or bad can be seen from the results of the completion of the work

This is reinforced by research conducted by Devita Putri Anjarsari & Aris Tri Hariyanto work effectiveness has a positive effect on employee performance. Because employees with effective performance are certainly able to improve the quality of the performance of these employees. Based on the research above, it can be concluded that the research hypothesis is:

H3: "Does Work Effectiveness Affect Employee Performance?"

### ***The Effect of Organizational Support on Employee Performance***

Organizational support is a good value that must exist in the company, where with organizational support, employees will feel comfortable and valued, which has an impact on employee loyalty.

This is reinforced by research conducted by Hamida (2020) which states that organizational support has a positive effect on employee performance because organizational support is seen as assistance from organizations that aim to provide support to employees. Meanwhile, other research, namely from Tyasih Sukma Pawestri, (2017) shows that organizational support variables do not affect employee performance. This is because employees feel that the organization's recognition of their existence is not so important. Based on the research above, it can be concluded that the research hypothesis is:

H4: "Does Organizational Support Have an Influence on Employee Performance?"

***The Influence of the Reward System on Employee Performance***

Leman (2000) added that reward is a form of appreciation to employees if employees have carried out an excellence in the field they master. Awards given by companies are usually in several categories such as money and goods, either directly or indirectly.

Basuki & Saputra, (2017) conducted research showing that the reward system has a positive effect on employee performance. This shows that the wages of workers are still lacking for employees so that employees need rewards for better work results. Based on the results of the above research, it can be concluded that the research hypothesis is:

H5: "Does the Reward System Have an Influence on Employee Performance?"

***The Effect of Work Effectiveness Can Mediate the Effect of Organizational Support on Employee Performance***

Under certain conditions when organizational support is not provided by the company to employees it will have an impact on decreasing employee performance, but if employees have good work effectiveness then employees will continue to carry out their duties and responsibilities as employees. Therefore the company must play a role in maintaining the loyalty of its employees. This is reinforced by research conducted by Murniasih & Sudarma, (2016) which states that there is a positive influence of organizational support on employee performance through mediating work effectiveness. Based on the explanation above, it can be concluded that the research hypothesis is:

H6: "Work Effectiveness Can Mediate the Effect of Organizational Support on Employee Performance".

***The effect of work effectiveness can mediate the influence of the reward system***

The reward system is one of the things that must be considered by the company towards its employees, because with a reward system employees will feel valued for their performance and of course can provide encouragement to be even better in the future to increase work effectiveness. This is reinforced by research conducted by (Basuki & Saputra, 2017) which shows that the reward system has a positive effect on employee performance. This research is also reinforced by previous research by Mita Virliyana (2020) which states that the reward system has a positive effect on employee effectiveness. Because employees think that if the company can appreciate their performance, employees will feel happy, triggering employee enthusiasm in doing their job well.

Based on the explanation above, it can be concluded that the research hypothesis is:

H7: "Work Effectiveness Can Mediate the Influence of the Reward System on Employee Performance".

**Research Methods**

The data source used in this research is primary data, namely data obtained directly from the respondents. This research also uses quantitative research because the data presented is in the form of numbers. This study aims to examine the effect of the independent variables, namely organizational support and the reward system on the dependent variable, namely employee performance through mediation, namely work effectiveness. The analysis technique used is descriptive analysis and SEM-PLS. This study uses 2 independent variables, 1 dependent variable and 1 mediating variable.

Before conducting research, first ask permission from the company to conduct research in that place. when the research permit is obtained, it is carried out directly using a questionnaire to be filled out by employees. In this study, all 106 samples were taken according to the number of employees of the company.

As shown in Table 1, the respondents to this study were dominated by 56% male with the majority aged 24–34 years. The education level of the respondents was dominated by 59% of undergraduate graduates.

**Table 1**  
**Classification of Respondents Based on Gender**

Gender	Jumlah	Presentase
Man	59	56%
Woman	47	44%
Total Number	106	100%

Based on table 1 above, it can be explained that the male gender is 59 people with a percentage of 56%, while the female sex is 47 people with a percentage of 44%.

**Table 2**  
**Classification of Respondents by Age**

Age	Total	Percentage
24-34	Years 54	51%
35-45	Years 39	37%
46-50	Years 7	7%
>50	Years 6	5%

Based on table 2 above it can be explained that aged 24-34 years amounted to 54 people with a percentage of 51%, 35-45 years totaled 39 people with a percentage of 37%, 46-50 years numbered 7 people with a percentage of 7% and > 50 years totaled 6 people with a percentage of 5%

**Table 3**  
**Classification of Respondents Based on Last Education**

Last Education	Total	Percentage
SMA	14	13%
D3	22	21%
D4	0	0
S1	63	59%
S2	7	7%
S3	0	0
Total	106	100%

Based on table 4.2 above, it can be concluded that the last high school education totaled 14 people with a percentage of 13% D3 totaled 22 people with a percentage of 21%, D4 totaled 0 meaning that there were no employees with D4 education, S1 totaled 63 people with a percentage of 59%, Masters totaled 7 people with a percentage of 7% and the last Doctoral degree was 0, meaning that there were no employees taking Doctoral degrees.

## Results and Discussion

### *Data Analysis Techniques*

This study used the Partial Least Square (PLS) method using SmartPLS version 3 software. One of the methods for analyzing data is the path equation model, namely Structural Equation Modeling (SEM). SEM has advantages in conducting path analysis (path analysis) with latent variables (Ghozali, 2021). There are also other opinions which state that SEM is an analytical method used to carry out the process of testing and assessing causal relationships by combining path analysis and factor analysis (Wright in Jogiyanto, 2011). SEM has a high level of ability in research that links theory and data, and is able to perform path analysis with latent variables, so it is often used by researchers who focus on social sciences. PLS is an analytical method that does not have many assumptions.

Partial least square (PLS) does not only explain theory, but also describes the relationship between latent variables so that it is more appropriate to use it to analyze data. PLS can simultaneously analyze

construct models in the form of reflective and formative indicators. This cannot be done by covariance-based SEM because it will be an unidentified model. The choice of the Partial Least Square (PLS) method is based on the consideration that in this study it uses 4 latent variables which are formed by reflective indicators and the variables measured by the reflective approach

***Structural Model or Inner Model***

The inner model is a structural model, which is based on the coefficient value by looking at how much influence the latent and bootstrapping variables have. There are two categories in the assessment of the structural model, namely the R-square value and significant. The R-square value is used to measure changes in the independent variable to the dependent variable (Jogiyanto, 2011:72). The R-square value consists of 0.75, 0.50 and 0.25. Whereas the significant values consist of t-values, 1.65 (significant at 10% level), 1.96 (significant at 5% 0 levels and, 2.58 (significant at 1% level), (Ghozali, 2021).

***Evaluation of the Measurement Model (Outer Model)***

The first step in using Partial Least Square (PLS) analysis is to test the outer measurement model. At this stage, a test is required which consists of a validity test and a reliability test. Evaluation of the measurement model through confirmatory factor analysis using the MTMM (MultiTrait-MultiMethod) approach. The aim is to test the feasibility of each indicator on the research variables. The outer model is tested using convergent validity test, discriminant validity test and reliability test. The software used is SmartPLS version 3.0

***Validity test***

Validity test in PLS-SEM analysis can be done with convergent validity and discriminant validity. In the convergent validity test, it can be seen the value of the outer loading and the AVE (Average Variance Extracted) value. The outer loading value of the indicator can be considered valid if it fulfills the outer loading value greater than (0.7). But the Average Variance Extracted (AVE) value can be said to be valid if the AVE value is greater than (0.5) (Ghozali, 2021). However, in testing the discriminant validity test, it is possible to see the value of the Fornell-kel criterion, the purpose of this test is to test to what extent the latent construct is truly different from other constructs. A construct can be declared valid if the AVE root value is compared with the correlation value between latent variables.

after re-testing the new model, there are different outer loading values. Outer loading results are different for the four variables in this study, namely organizational support, reward systems, employee performance and work effectiveness. With that, all indicators have an outer loading of more than (0.7) so that the data meets the validity test standards and can be used for further processing.



Tabel 4 direct influence

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation</i>	<i>Tstatistics</i>	<i>P Values</i>
Dukungan Organisasi -> Efektivitas Kerja 0,066	0,335	0,314	0,182	1,843	
Dukungan Organisasi -> Kinerja Karyawan 0,180	0,164	0,190	0,122	1,343	
Efektivitas Kerja -> Kinerja Karyawan 0,007	0,289	0,275	0,106	2,716	
Sistem Reward -> Efektivitas Kerja 0,002	0,567	0,589	0,181	3,126	
Sistem Reward -> Kinerja Karyawan 0,000	0,527	0,515	0,115	4,585	

Tabel 5 indirect influence

	<i>Original sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation</i>	<i>Tstatistic</i>	<i>P Value</i>
Dukungan Organisasi -> Efektivitas Kerja -> Kinerja Karyawan	0,097	0,075	0,048	2,021	0,044
Sistem Reward -> Efektivitas Kerja -> Kinerja Karyawan	0,164	0,172	0,103	1,597	0,111

In the validity test, you can also see the value of Avarage Variance Extracted (AVE). it is known that all indicators in each research variable have an AVE value of more than (0.5) so this already meets the validation test requirements

The following is the AVE table to test the validity of the research instrument as follows:

Tabel 6

	Cronbach's Alpha	rho A	Composit e Reliabilit y	Avage Variance Extracted (AVE)
Dukungan Organisasi	0,923	0,926	0,940	0,724
Efektivitas Kerja	0,900	0,904	0,922	0,627
Kinerja Karyawan	0,883	0,888	0,912	0,633
Sistem Reward	0,888	0,892	0,912	0,598

Based on the table above it can be explained that all indicators in each research variable have a Cronbach's alpha value of more than (0.7) so that the data has a reliable test standard. In this study, it can also be seen that the composite reliability value is used to carry out reliability testing.

**Tabel 7**  
**Outer Loading**

		<i>X1</i>	<i>X2</i>	<i>Y</i>	<i>Z</i>
DO13	0,867				
DO14	0,887				
DO2	0,832				
DO6	0,889				
DO8	0,803				
DO9	0,823				
EK10	0,795				
EK11	0,723				
EK13	0,731				
EK3	0,757				
EK5	0,858				
EK8	0,830				
EK9	0,839				

KK13	0,802	
KK14	0,804	
KK2	0,845	
KK4	0,840	
KK5	0,727	
KK7	0,748	
SR12		0,739
SR14		0,758
SR3		0,781
SR5		0,759
SR6		0,789
SR8		0,835
SR9		0,748

### ***Evaluation of the Structural Model (Inner Model)***

The next step is to evaluate the structural model (inner model). Here you can see the R-square value and path coefficient test.

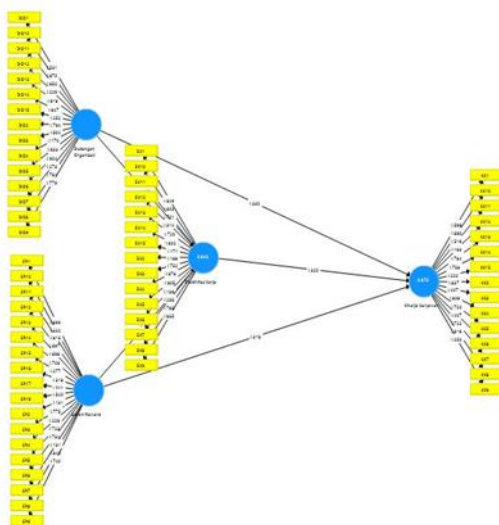
#### ***R-Square test***

When evaluating a structural model, first assess the R-square on each endogenous latent variable as the predictive power of the structural model. The difference in R-square values can be used to explain the effect of certain endogenous latent variables on substantive variables. that the R-square value on the work effectiveness variable is (0.771) and belongs to the strong category. The R-square value on the employee performance variable of (0.885) is also included in the strong category.

#### ***F-Square Test (Effect Size)***

To assess the magnitude of the F-square or effect size can be done by assessing the magnitude of the influence between variables explained that the organizational support variable on work effectiveness has a moderate influence, this is evidenced by the f-square value of (0.106). The variable of work effectiveness on employee performance has a moderate effect that is equal to (0.165). The reward system variable on work effectiveness has a strong influence with a value of (0.303). The organizational support variable on employee performance has a weak effect, this is indicated by the value (0.046). The reward system variable has a strong influence on employee performance, this is indicated by the f-square value of (0.399).

### ***Measurement Model***



**Figure 1 Measurement Model Results**

Based on the results of the data analysis above, the next discussion of this study is as follows:

***The Effect of Organizational Support on Work Effectiveness at the ATR/BPN Kab. Brebes***

Based on the research that has been done, the results of this study indicate that the organizational support variable has no effect on work effectiveness at the ATR/BPN Kab. Brebes. This can be seen from the P-Value (0.066) which is greater than (0.05), which means that the organizational support received does not have a positive effect on work effectiveness for ATR/BPN Kab. Brebes. This is supported by the answers of respondents who stated that organizational support is not very important and will not affect work effectiveness.

The results of this study contradict research conducted by Parulian Naibaho (2021) which states that organizational support has a positive effect on work effectiveness.

***The Effect of the Reward System on Work Effectiveness at the ATR/BPN Kab. Brebes***

Based on the research that has been done, the results of this study indicate that the reward system variable has a positive influence on work effectiveness at the ATR/BPN Kab. Brebes. This can be seen from the P-Value (0.002) less than (0.05), which means that the reward system received has a positive effect on work effectiveness for ATR/BPN Kab. Brebes. This shows that if the reward system that employees get is high, the employee's work effectiveness will also be higher. Employees will be more enthusiastic and the results obtained will also be maximized.

The results of this study agree with research conducted by MitaVirliyana (2020) which states that the reward system has a positive effect on employee work effectiveness. Because employees think that if the company can appreciate their performance, employees will feel happy, triggering employee enthusiasm in doing their job well.

***Effect of Work Effectiveness on Employee Performance at the ATR/BPN Kab. Brebes***

Based on the research that has been done, the results of this study indicate that the work effectiveness variable has a positive influence on employee performance at the ATR/BPN Kab. Brebes. This can be seen from the P-Value (0.007) less than (0.05), which means that work effectiveness has a positive effect on employee performance at ATR/BPN Kab. Brebes. Because with high work effectiveness, the work produced will also be higher.

This, of course, agrees with research conducted by Oktovian (2021) that work effectiveness has a positive effect on employee performance. Because employees with effective performance are certainly able to improve the quality of the performance of these employees.

***The Effect of Organizational Support on Employee Performance at the ATR/BPN Office of Brebes***

Based on the research that has been done, the results of this study indicate that organizational support has no effect on employee performance at the ATR/BPN Kab. Brebes. This can be seen from the P-Value (0.180) more than (0.05), which means that organizational support does not affect the performance of Tyasih Sukma Pawestri's employees (2017) for ATR/BPN Kab. Brebes. This means that employees feel that organizational support is not really needed and is not too important for the continuity of employee performance.

The results of this study agree with other research, namely from (Tyasih Sukma Pawestri, 2017) showing that organizational support variables do not affect employee performance because employees feel that organizational recognition for their existence is not so important. And contrary to the results of research conducted by (Hamida, 2020) which states that organizational support has a positive effect on employee performance because organizational support is considered as assistance from organizations that aim to provide support to employees.

***The Effect of the Reward System on Employee Performance at the ATR/BPN Kab. Brebes***

Based on the research that has been done, the results of this study indicate that the reward system variable has a positive influence on employee performance at the ATR/BPN Kab. Brebes. This can be seen from the P-Value (0.000) less than (0.05), which means that the reward system received has a positive effect on employee performance at ATR/BPN Kab. Brebes. Employees feel that wages are still not enough for employees so employees still need a reward system for better work results.

This agrees with research from (Basuki & Saputra, 2017) where the research results show that the reward system has a positive effect on employee performance.

***The Effect of Organizational Support on Employee Performance at the ATR/BPN Kab. Brebes mediated by Work Effectiveness***

Based on the research that has been done, the results of this study indicate that the organizational support variable has a positive influence on employee performance at the ATR/BPN Kab. Brebes which is mediated by work effectiveness. This can be seen from the P-Value (0.044) less than (0.05), which means testing the mediating effect of organizational support on employee performance through work effectiveness indicates a mediating effect. This shows that increasing work effectiveness will have an impact on employee performance because employees who like work will indirectly improve their performance.

This agrees with research conducted by (Murniasih & Sudarma, 2016) which states that there is a positive influence of organizational support on employee performance through mediating work effectiveness.

***The Effect of the Reward System on Employee Performance at the ATR/BPN Kab. Brebes mediated by Work Effectiveness***

Based on the research that has been done, the results of this study indicate that the reward system variable does not have a positive effect on employee performance at the ATR/BPN Kab. Brebes which is mediated by work effectiveness. This can be seen from the P-Value (0.111) which is greater than (0.05), which means that testing the reward system on employee performance through work effectiveness has no mediating effect. This means that even though there is a reward system, there is no change in work effectiveness. And the presence or absence of a reward system has no effect on employee performance. Therefore the high reward system has no effect on employee performance even though it is mediated by work effectiveness

This is contrary to previous research from (Basuki & Saputra, 2017) which showed that the reward system has a positive effect on employee performance in this study as well as research results from MitaVirliyana (2020) which states that the reward system has a positive effect on employee effectiveness. Because employees think that if the company can appreciate their performance, employees will feel happy, triggering employee enthusiasm in doing their job well.

Apart from that, the results of this study also refer to the characteristics of the respondents where there are several characteristics of the respondents which are an additional value to the employee's performance such as the characteristics of the respondent's last education and the characteristics of the respondent's age. Where the characteristics of respondents with the last education show the result that their last education is more than any other education, of course this can affect the performance results of employees because with a minimum education level of S1, of course, employees can carry out their duties more optimally than high school education. Likewise with the age at BPN Kab. Brebes itself is the age of the respondents who are still in the productive age where the results of the research prove that 51% of the respondents are still quite young so that of course it can affect employee performance. The work done by productive age is very good because they can still be active, thorough and agile

From the results of the P-Value table it can be concluded that there is a hypothesis that (organizational support - work effectiveness - employee performance) is accepted and has an effect because the p-value is less than (0.05) while for (reward system - work effectiveness - performance) Employees are declared unacceptable or have no effect because the result is more than (0.05). It is explained that the reward system does not affect employee performance through work effectiveness because employees think the reward system does not have a very positive effect on their performance results, where they think that even without a reward system, they will still carry out their duties and responsibilities as employees in a state-owned company because it will have an impact on the continuation of the employee's own career path.

## Conclusion

The conclusion of this study is that this research was conducted to determine the effect of organizational support and reward systems on employee performance at the ATR/BPN Kab. Brebes which is mediated by work effectiveness. It can be concluded as follows:

1. Organizational support has no positive effect on work effectiveness at the ATR/BPN Kab. Brebes. This is supported by the answers of respondents who stated that organizational support is not very important and will not affect their work effectiveness. Employees will work according to their abilities.

2. The reward system has a positive effect on work effectiveness at the ATR/BPN Kab. Brebes. This was expressed by respondents who felt that if the reward system obtained by employees was high, the employee's work effectiveness would also be higher. Employees will be more enthusiastic and the results obtained will also be maximized.

3. Work effectiveness has a positive effect on employee performance at the ATR/BPN office in Brebes Regency. This was disclosed by respondents who felt effectiveness at work. Because with high work effectiveness, the work produced will also be maximized.

4. Organizational support has no positive effect on employee performance at the ATR/BPN Kab. Brebes. This was disclosed by respondents where employees feel that organizational support is not really needed and is not too important for the continuity of employee performance, because even without organizational support employees will still carry out their duties and responsibilities.

5. The reward system has a positive effect on employee performance at the ATR/BPN Kab. Brebes. This was disclosed by respondents where employees feel that remuneration is still not enough for employees to maximize their work so that employees still need a reward system for better work results.

6. Organizational support has a positive effect on employee performance at the ATR/BPN Kab. Brebes which is mediated by work effectiveness. This was disclosed by respondents who indicated that increasing work effectiveness would have an impact on employee performance because employees who liked their work would indirectly improve their performance.

7. The reward system has no positive effect on employee performance at the ATR/BPN Kab. Brebes which is mediated by work effectiveness. This was expressed by respondents who stated that even though there was a reward system, there was no change in work effectiveness. And the presence or absence of a reward system has no effect on employee performance. Therefore the high reward system has no effect on employee performance even though it is mediated by work effectiveness.

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