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Analysis of the Effect of Work Discipline and Reward on Work Performance Through Work Motivation

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Abstract

This research aims to determine the effect of work discipline and reward on work performance with work motivation as an intervening variable. This study uses a quantitative approach that explains the causal relationship between variables using SmartPLS 3.0 software. The variables analyzed in this study were work discipline, reward, work performance, and work motivation. The population in this study were employees of PT Mitra Optima Valve with a total sample of 35 employees. Data collection methods used were interviews and questionnaires with a Likert scale of measurement. The questionnaire was then tested for validity and reliability. The results showed that there is a significant and positive effect of work discipline on work motivation, work discipline on work performance, rewards on work motivation, rewards on work performance, work motivation on work performance, work discipline on work performance through work motivation, and rewards on work performance through work motivation.

Keywords:

Work Discipline, Reward, Work Performance, Work Motivation

1. Introduction

An organization needs human resources (HR) as system managers to achieve goals. Rumondor, Tumbel, & Sepang (2016) stated that human resource management is an important indicator of effectively and efficiently achieving organizational goals. Thus, employees are required to have the ability to carry out their duties and responsibilities. Afif et al. (2016) also showed the importance of work discipline to empower employees to have optimal performance abilities in achieving company goals. The researcher found problems at PT Mitra Optima Valve, including 1) low work discipline as seen from a large number of employee absenteeism and lack of employee compliance with office working hours, based on the data and information obtained, there are about 15 employees who do not come to work every month; 2) the reward system that is not maximal in increasing employee discipline; 3) lack of sense of responsibility for the work assigned to them, and 4) lack of work motivation on employees. With these existing problems, it is feared that it could disrupt the performance of PT Mitra Optima Valve in running its business in the trade sector.

The success or failure of an organization in achieving its goals, apart from depending on the quality of its human resources, is also shown through the level of work discipline because the abilities possessed by

humans or labor without being supported by high work discipline, the tasks and work to be carried out will not achieve the maximum results. Work discipline is very important in achieving company goals. With high work discipline, it is expected that employee performance and performance will increase, which then affects company performance. Without good employee discipline, it is difficult for organizations to achieve optimal results (Satedjo & Kempa, 2017).

Based on the phenomena and findings previously stated that work motivation, work discipline, rewards has a relationship with work performance. With the stated basis, this study aims to determine the effect of the variables contained in this study to the results of this study are able to explain phenomena, theories and empirical findings of mediating work motivation on the influence of work discipline and rewards on work performance. Thus, research questions can be made Does work discipline and reward have a significant effect on the work motivation, work discipline and reward have a significant effect on the work performance, work motivation have a significant effect on the work performance, and whether work discipline or reward have a significant effect on work performance through the work motivation. Therefore, it is necessary to research the title "Analysis of the Effect of Work Discipline and Rewards on Work Performance with work motivation as an intervening variable."

2. Literature Review

2.1 Work Discipline

Work discipline is an attitude, behavior, and actions that are in accordance with organizational Regulations. Work discipline is a person's behavior in accordance with existing work procedure regulations. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norm (Suyanto, 2018). According to Efendi et al., (2020) work discipline is rules and regulations that regulate and limit every activity and behavior of employees in an organization. Based on the opinions of several that have been explained, it can be concluded that work discipline is individual behavior that complies with the rules and policies set by the organization. Work discipline has several indicators, according to Yadewani & Wijaya, (2019) indicators of work discipline include; 1). Attitude, 2). Norma, 3), Responsibility.

3.2 Rewards

Rewards come from English that means prizes, rewards, awards or rewards. Jamil & Juliani, (2018) defines rewards as positive outcomes that are earned as a result of an employee's performance and these rewards are aligned with organizational goals. According to Qaiser Danish et al., (2015) rewards are categorized into two groups, financial and nonfinancial rewards. The financial rewards are also called extrinsic rewards and the non-financial rewards are called intrinsic rewards.

2.3 Work Motivation

Motivation is a force that encourages, raises and leads an individual. Motivation is a factor that encourages a person to do a certain activity, therefore motivation is often interpreted as a driving factor for one's behavior (Ismail et al., 2016). According to Sudiyono & Qomariyah, (2018), motivation is a gift of driving force that creates work morale, works together, works effectively and is integrated to achieve goals. Motivation is the willingness of someone to work due to the impulse from within a person as a result of the integration of personal needs, the influence of the physical environment and social environment. Based on several explanations about work motivation, it can be concluded that work motivation is an encouragement from the company to improve performance and meet the needs of an employee.

2.4 Work Performance

Performance is the quantity and quality of work completed by individuals, groups or organizations. Performance is the desired result of behavior that does a job, and a measurement of one's results at work. Whereas according to Hasibuan (2016) stated that work performance is a result of work achieved in executing the tasks assigned to them based on skills, experience and sincerity as well as time. Mardiyanti et al (2018) performance is as a result of work both quality and quantity achieved by employees in carrying out the work tasks that have been given to them. Based on the opinion about the work performance that has been mentioned, it can be concluded that performance is a result of the implementation of the duties and responsibilities of the work that has been given by the organization.

3. Research Hypothesis

Work discipline is one of the important factors that influence employee performance, where the better the work discipline, the better the performance of employees. Work discipline has a very strong influence on work performance employee, research conducted by Kurniawan, Harry, (2019) shows that work discipline has a positive and significant influence on work performance employee.

H1: Work discipline had a positive and significant influence on work performance employee.

Research conducted by Anggrainy, et al., (2018) showed that the work discipline has positive and significant influence on work motivation of employees. While research conducted by Mukhlis, Muhammad Adam, Muslim A. Djalil, (2020) showed that the discipline of work and significant positive effect on work motivation of employees.

H2: Work discipline had a positive and significant influence on work motivation employee.

According to Putra & Damayanti, (2020) although rewards are generally welcomed by employees; managers should never use this as a tool to motivate their employees to improve performance.

H3: Rewards had a positive and significant influence on work performance employee.

Reward is the remuneration that an employee receives in return for the work and services had performed in the organization. Qaiser Danish et al., (2015) proposed that intrinsic rewards are equally important as extrinsic rewards to keep them employee motivated to put more effort in their work. Research conducted by Fajar, et al (2018) showed that the rewards has positive affects the motivation of employees significantly.

H4: Rewards had a positive and significant influence on work motivation employee.

The results of the research were carried out by Antaka, (2018) and Fitriani (2018) show that work motivation has a positive and significant influence on employee performance.

H5: work motivation had a positive and significant influence on work performance.

The results of the research were carried out Efendi, et al (2020) and Suyanto, (2018) found that motivation is a positive and significant relationship mediate the discipline of work towards the achievement of the work employees.

H6: work motivation mediate the effect of work discipline on work performance.

Danish, et al (2015) research found that motivation in a positive and significant factor between the amplifier and achievements reward employee performance. Research by Kayalvizhi (2018) showed that the reward can affect work performance through variable work motivation.

H7: work motivation mediate the effect of rewards on work performance.

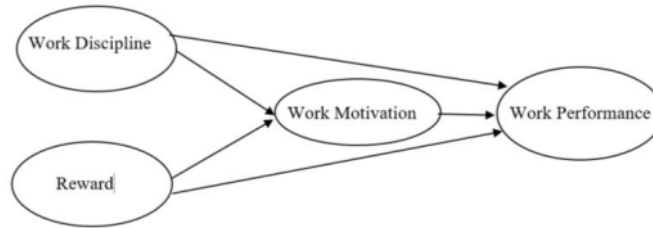


Figure 1. Research Concept Framework

20 Methodology

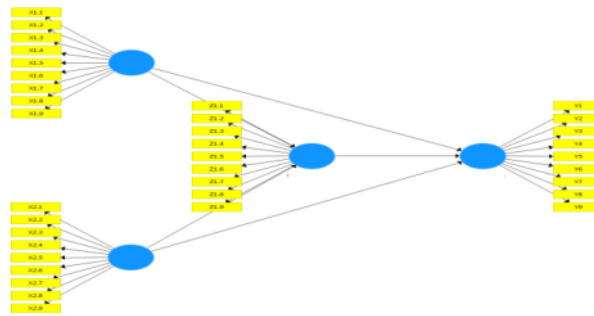
This research is an explanatory research that explains the causal relationship between variables through hypothesis testing using partial least squares path modeling (PLS-SEM) analysis techniques. The approach used in this research is quantitative by using four research variables, namely work discipline, reward, work performance, and work motivation. In this research, the population used was 35 employees of PT. Mitra Optima Valve.

12 Analysis Results

Evaluation of Measurement Model (Outer Model)

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Evaluation of the measurement model in this research consisted of three tests: the validity indicator, construct reliability, and the Average Variance Extracted (AVE) value. The results of the validity, reliability, and Average Variance Extracted (AVE) indicators will be explained as follows:



5.1 Validity Indicator

The convergent validity test results show that the loading value (λ) from X1.1 to X1.9 is more than 0.50, with a T-statistic more than 1.96, so that all statement items are statistically significant and valid in measuring work discipline variables. The reward variable results from the convergent validity test show that the loading value (λ) from X2.1 to X2.9 is worth more than 0.50 with a T-statistic of more than 1.96 that all statement items are statistically significant and valid in measuring reward variable. The work performance results from the convergent validity test show that the loading value (λ) from Y1 to Y9 is more than 0.50 with a T-statistic of more than 1.96, thus all statement items are statistically significant and valid in measuring work performance variables. Work motivation variable results from the convergent validity test show that the loading value (λ) from Z1 to Z9 is more than 0.50 with a T-statistic more than 1.96 so that all statement items are statistically significant and valid in measuring the work motivation variable.

5.2 Construct Reliability

The composite reliability output results of the variable work discipline, work motivation, work performance, and reward are more than 0.70, which means that the four variables have good reliability. In

addition, the four variables also have a Cronbach's alpha value of more than 0.7.

5.3 Nilai Average Variance Extracted (AVE)

The AVE value of the work discipline, work motivation, work performance, and reward variables are more than 0.50. Thus, it can be interpreted that the four variables have a good convergent validity value.

5.4 Cross-loadings

Each indicator in the research variable has the largest cross-loading value on the variable it forms than the cross-loading value for other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

6 Hypothesis Testing

The first hypothesis showed that **"work discipline has a positive and significant effect on work motivation."** The test results regarding the effect of work discipline on work motivation are as follows:

Table 1. First Hypothesis Test

	Original Sample (O)	Standard Error (STERR)	T Statistics (IO/STERR)
Work discipline → work motivation	0,348	0,067	5,163

The table above explained that work discipline has a significant positive effect on work motivation, seen from the resulting coefficient value of 0.348 with a T-statistics value of more than 1.96, which is 5.163. Therefore, it can be concluded that the first hypothesis has been verified.

The second hypothesis indicated that **"work discipline has a positive and significant effect on work performance."** The test results regarding the effect of work discipline on work performance are as follows:

Table 2. Second Hypothesis Test

	Original Sample (O)	Standard Error (STERR)	T Statistics (IO/STERR)
Work discipline → work performance	0,180	0,080	2,245

The table above explained that work discipline has a significant positive effect on work performance, seen from the resulting coefficient value of 0.180 with a T-statistics value of more than 1.96, which is 2.245. Therefore it can be concluded that the second hypothesis has been verified.

The third hypothesis indicated that **"reward has a positive and significant effect on work motivation"**. The test results regarding the effect of reward on work motivation are as follows:

Table 3. Third Hypothesis Test

	<i>Original Sample (O)</i>	<i>Standard Error (STERR)</i>	<i>T Statistics (IO/STERR)</i>
Reward → work motivation	0,695	0,089	7,826

The table above explained that reward has a significant positive effect on work motivation seen from the resulting coefficient value of 0.695 with a T-statistics value of more than 1.96, which is 7.826. Thus it can be concluded that the third hypothesis has been verified.

The fourth hypothesis showed that **"reward has a positive and significant effect on work performance."** The test results regarding the effect of reward on work performance are as follows:

Table 4. Fourth Hypothesis Test

	<i>Original Sample (O)</i>	<i>Standard Error (STERR)</i>	<i>T Statistics (O/STERR)</i>
Reward → work performance	0,200	0,099	2,017

The table above explained that reward has a significant positive effect on work performance, seen from the resulting coefficient value of 0.200 with a T-statistics value of more than 1.96, which is 2.017. Therefore, it can be concluded that the fourth hypothesis has been verified.

The fifth hypothesis stated that **“work motivation has a positive and significant effect on work performance.”** The test results regarding the effect of work motivation on work performance are as follows:

Table 5. Fifth Hypothesis Test

	<i>Original Sample (O)</i>	<i>Standard Error (STERR)</i>	<i>T Statistics (O/STERR)</i>
Work motivation → work performance	0,658	0,131	5,007

The table above explained that work motivation has a significant positive effect on work performance, seen from the resulting coefficient value of 0.658 with a T-statistics value of more than 1.96, which is 5.007. Therefore, it can be concluded that the fifth hypothesis has been verified.

The sixth hypothesis indicated that **“work discipline has a positive and significant effect on work performance through work motivation.”** The test results regarding the effect of work discipline on work performance through work motivation are as follows:

Table 6. Sixth Hypothesis Test

	<i>Original Sample (O)</i>	<i>Standard Error (STERR)</i>	<i>T Statistics (O/STERR)</i>
Work discipline → work motivation → work performance	0,229	0,059	3,874

The table above explained that work discipline has a significant positive effect on work performance through work motivation seen from the resulting coefficient value of 0.229 with a T-statistics value of more than 1.96, which is 3.874. Therefore, it can be concluded that the sixth hypothesis has been verified.

The seventh hypothesis indicated that **“reward has a positive and significant effect on work performance through work motivation”**. Hasil pengujian mengenai pengaruh reward terhadap prestasi kerja melalui motivasi kerja adalah sebagai berikut:

Table 7. Seventh Hypothesis Test

	<i>Original Sample (O)</i>	<i>Standard Error (STERR)</i>	<i>T Statistics (O/STERR)</i>
Reward → work motivation → work performance	0,457	0,109	4,199

The table above explained that reward has a significant positive effect on work performance through work motivation seen from the resulting coefficient value of 0.457 with a T-statistics value of more than 1.96, namely 4.199. Therefore, it can be concluded that the seventh hypothesis has been verified.

Direct-Indirect Effect

After knowing each coefficient value in the research variables' direct influence, the path analysis test is carried out according to the analysis model presented in the previous chapter. Path analysis testing is

done by determining the indirect effect of the existing analysis model first. It is calculated by multiplying the linear effect path coefficient that is traversed to determine the indirect effect. If the multiplication result of the coefficient value is greater than the coefficient with a direct relationship, then the actual relationship is indirect, and vice versa (Ghozali, 2009).

Based on the path equation model in Figure 5.4, the researcher took steps to examine the mediating variable's role in this study. After knowing the coefficient of each direct effect, the researcher will then calculate the indirect effect's coefficient, namely the effect of work discipline and reward on work performance with work motivation as an intervening variable. Based on the results shown in Figure 5.4, the indirect effect's significance can be calculated as follows (Ghozali, 2009):

$$\begin{array}{rcl}
 \text{Work Discipline} \rightarrow \text{Work Performance} & = & 0,180 \\
 \text{Work Discipline} \rightarrow \text{Work Motivation} & = & 0,348 \\
 \hline
 \text{Direct Effect of Work Motivation} \rightarrow \text{Work Performance} & = & (0,658) \\
 \text{Indirect effect} = 0,348 \times (0,658) & = & 0,229 \\
 \\
 \text{Reward} \rightarrow \text{Work Performance} & = & 0,200 \\
 \text{Reward} \rightarrow \text{Work Motivation} & = & 0,695 \\
 \hline
 \text{Direct Effect of Work Motivation} \rightarrow \text{Work Performance} & = & (0,658) \\
 \text{Indirect effect} = 0,695 \times (0,658) & = & 0,457
 \end{array}$$

Based on the above calculations, the researcher then compared the amount of direct influence with the indirect effect given by work discipline and rewards on work performance. The results of these calculations are presented in a table showing the coefficient of direct and indirect effects generated in this research.

Table 8. Estimation Results of Direct and Indirect Effect

<i>Variable Independent</i>	<i>Variable Dependent</i>	<i>Direct Effect</i>	<i>Indirect Effect</i>	<i>Total Effect</i>
Work Discipline	Work Performance	-0,658	0,348 x 0,658 = (0,229)	0,151
Reward	Work Performance	-0,658	0,695 x 0,658 = (0,457)	0,301

Under the stages described by Ghozali (2009), and which have been applied in this study as described above, it can be concluded that the direct effect of work discipline variables on work performance has a smaller value than the indirect effect. results explain that this study's work motivation variable is proven to have a role as intervening between the effect of work discipline on work performance.

In addition, the direct effect of the reward variable on work performance has a smaller value than the indirect effect. The results explain that the work motivation variable in this study is proven to have a role as intervening between the effect of reward on work performance.

37 Discussion of Results

The Effect of Work Discipline on Work Motivation

The t-value obtained on the effect of work discipline on work motivation is 5.163 with a p-value of 0.000 (<0.05). According to Zamora (2020), said that discipline is an attitude of willingness and willingness to obey and obey the prevailing norms around it. Good employee discipline will accelerate company goals, while degenerate discipline will become a barrier and slow down the achievement of company goals. Afif et al (2016) stated that discipline is a sense of being obedient and respectful to the values believed to include doing certain jobs, which are his/her responsibility. Thus discipline is very good for the individual concerned and by the organization.

Discipline for individuals will have an impact on the motivation that exists in employees. Discipline makes employees willing to do work under company rules so that it encourages employees to work better, namely

in the form of work motivation. In this case, the work discipline of the employees of PT. Mitra Optima Valve is good enough. It is based on table 5.5 that the frequency distribution of the work discipline questionnaire results has the highest percentage on item X1.4, namely, in the statement "I comply with the office's work standards" of 82.9%, with 29 respondents agreeing. It shows that work discipline in terms of adhering to work standards at PT. Mitra Optima Valve by employees is good enough. Good work discipline will motivate employees to do a good job.

Mardiyanti et al. (2019) suggested that motivation is a series of attitudes and values that influence individuals to achieve specific things following individual goals. Motivation is an impetus in itself to be more enthusiastic in search and help efforts. This motivation can be obtained from internal and external factors (Ranihusna, 2018). Samsudin (2010) argued that motivation is a process of encouraging or influencing individuals or workgroups from outside so that they are willing to carry out the agreement. Employees with good work discipline will motivate them to do work to achieve company goals.

The Effect of Work Discipline on Work Performance

The t-statistic value obtained on the work discipline's effect on work performance is 2,245 with a p-value 0.025 (<0.05). This research supported the results of Yuddin (2017), which showed that work discipline has a positive and significant effect on work performance. Work discipline, namely obeying and carrying out work based on the employee's duties. Discipline requires obeying the regulations of an organization or institution by all employees. With good discipline, it will create a sense of responsibility for each employee in carrying out their duties and obligations and the goal of an organization or institution.

Work discipline maintained by employees of PT. Mitra Optima Valve has an impact on the work performance created by employees while working. It can be seen from the frequency distribution of the results of the work performance questionnaire at PT. Mitra Optima Valve showed that the highest percentage is item Y1, with the statement "I work to achieve company goals" of 65.7% with 23 respondents stated strongly agree. It shows that the work done by employees of PT. Mitra Optima Valve solely to achieve the company's goals is very good. It means that the work performance shown by employees is ultimately to achieve company goals.

The Effect of Reward on Work Motivation

The t-statistic value obtained on the effect of reward on work motivation is 5.007 with a p-value of 0.000 (<0.05). A reward is done to foster a feeling of being accepted (recognized) in the work environment, which touches aspects of compensation and aspects of the relationship between workers with one another (Tangkuman, 2015). In this case, PT Mitra Optima Valve has provided rewards to employees very well.

Based on the frequency distribution of the results of the reward questionnaire at PT Mitra Optima Valve shows that the highest percentage is item X2.4, namely, in the statement "Knowledge increases by working as an employee in this office" amounting to 80.0% with a total of 28 respondents agreeing. It shows that the additional knowledge of employees when working at PT Mitra Optima Valve is good enough. This statement can be interpreted that the reward that has been given so far is in the form of additional knowledge, not in the form of material. Meanwhile, most employees do think that material is one of the most anticipated forms of reward. However, the reward in the form of work knowledge is also quite good, considering that this knowledge's reward will automatically make employees more skilled in carrying out their job responsibilities. A fairly good reward is given by the company to motivate employees to do a good job.

The Effect of Rewards on Work Performance

The t-statistic value obtained on the effect of rewards on work performance is 7,826 with a p-value of 0,000 (<0.05). According to Fahmi (2016), one of the goals of rewarding employees is to fulfill the employees' wishes according to the signed agreement. When the employee's wishes are fulfilled with a reward, the

employees are motivated to perform their duties and responsibilities as employees well to achieve maximum work results. A reward designed by a company must be able to spur employee performance motivation so that achievement is at a high level. Therefore, the reward formed must have value in the eyes of company members. Therefore, in this case, PT Mitra Optima Valve has been able to provide rewards received by employees to encourage employees to produce good work so that employees achieve work performance.

The Effect of Work Motivation on Work Performance

The t-statistic value obtained on the effect of work motivation on work performance is 2.017 with a p-value of 0.044 (<0.05). Based on the results of the frequency distribution results of the work motivation questionnaire at PT. Mitra Optima Valve showed that the highest percentage is 60.0% with 21 respondents each on item Z2, namely in the statement "In this office, I have felt satisfied with my current job position," item Z4 with the statement "I have done work in accordance with expertise," and item Z5 with the statement "I get good results because I did work in accordance with my expertise." It shows that job satisfaction, work according to expertise, and good results from work by PT Mitra Optima Valve employees are simply good enough. Therefore, it can be concluded that employees' work motivation is good enough so that it can increase the achievement of good work results, namely in the form of work performance of each employee.

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The Effect of Work Discipline on Work Performance through Work Motivation

The t-statistic value obtained on the effect of work discipline on work performance through work motivation is 3,874 with a p-value of 0,000 (<0.05). The results obtained indicate that there is a significant positive effect of work discipline on work performance through work motivation. It means that the higher the work discipline, the higher the work performance through work motivation of the employees at PT Mitra Optima Valve.

The employees' discipline at PT Mitra Optima Valve is good enough to have a behavior-driven from within, namely motivation. A person's motivation encourages them to be thorough in carrying out their job responsibilities, then directly achieves good work results, called work performance. Work motivation is proven to be an intervening variable for work discipline on work performance.

Based on the research results, it was found that the direct effect was 0.658, while the total effect was 0.151. Therefore, it could be concluded that the direct effect of the work discipline variable on work performance had a smaller value than the indirect effect. These results explain that the work motivation variable in this study is proven to have a role as intervening between the effect of work discipline on work performance.

The Effect of Rewards on Work Performance through Work Motivation

Based on the research results, the t-value obtained on the effect of rewards on work performance through work motivation is 4.199, with a p-value of 0.000 (<0.05). The results obtained indicate a significant positive effect of rewards on work performance through work motivation. It means that the higher the reward, the higher the work performance through the employees' work motivation at PT. Mitra Optima Valve.

4 Conclusion and Future Directions

Based on the results of research and discussion conducted by the researcher, the following conclusions can be drawn:

1. The t-statistic value obtained on the effect of work discipline on work motivation is 5.163 $>$ t table 1.96 with a p-value of 0.000 (<0.05). The results obtained indicate that there is a significant positive effect of work discipline on work motivation. It means that the higher the work discipline, the higher the work motivation at PT Mitra Optima Valve. Thus, H1 is accepted, and H0 is rejected.
2. The t-statistic value obtained on the effect of work discipline on work performance is 2.245 $>$ t table 1.96 with a p-value of 0.025 (<0.05). The results obtained indicate that there is a significant

positive effect of work discipline on work performance. This means that the higher the work discipline, the higher the work performance of the employees of PT Mitra Optima Valve. Thus, H2 is accepted and H0 is rejected.

3. The t-statistic value obtained on the effect of reward on work motivation is $5.007 > t$ table 1.96 with a p-value of 0.000 (<0.05). The results obtained indicate that there is a significant positive effect of rewards on work motivation. It means that the higher the reward, the higher the work motivation of the employees of PT Mitra Optima Valve. Thus, H3 is accepted and H0 is rejected.
4. The t-statistic value obtained on the effect of reward on work performance is $7.826 > t$ table 1.96 with a p-value of 0.000 (<0.05). The results obtained indicate that there is a significant positive effect of rewards on work performance. It means that the higher the reward, the higher the work performance of the employees of PT Mitra Optima Valve. Thus, H4 is accepted and H0 is rejected.
5. The t-statistic value obtained on the effect of work motivation on work performance is $2.017 > t$ table 1.96 with a p-value of 0.044 (<0.05). The results obtained indicate that there is a significant positive effect of work motivation on work performance. It means that the higher the work motivation, the higher the work performance of the employees of PT Mitra Optima Valve. Thus, H5 is accepted and H0 is rejected.
6. The t-statistic value obtained on the effect of work discipline on work performance through work motivation is $3.874 > t$ table 1.96 with a p-value of 0.000 (<0.05). The results obtained indicate that there is a significant positive effect of work discipline on work performance through work motivation. It means that the higher the work discipline, the higher the work performance through work motivation of the employees of PT Mitra Optima Valve. Thus, H6 is accepted and H0 is rejected.
7. The t-statistic value obtained on the effect of reward on work performance through work motivation is $4.199 > t$ table 1.96 with a p-value of 0.000 (<0.05). The results obtained indicate that there is a significant positive effect of rewards on work performance through work motivation. It means that the higher the reward, the higher the work performance through the work motivation of the employees of PT Mitra Optima Valve. Thus, H7 is accepted and H0 is rejected.

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