

***ANALYSIS OF REWARD SYSTEMS, WORK ENVIRONMENT,
AND CAREER DEVELOPMENT ON EMPLOYEE
PERFORMANCE WITH EMPLOYEE ENGAGEMENT AS A
MEDIATING VARIABLE AMONG EMPLOYEES OF PT XYZ***

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ABSTRACT

This study aims to analyze the role of employee Engagement in mediating the influence of reward systems, work Environment, and career development on employee performance at PT XYZ. The initial phenomenon indicates performance issues characterized by fluctuating productivity, unmet targets, and declining service quality. These conditions are associated with imbalances between workload, rewards received, and career development opportunities, highlighting the need to evaluate organizational factors that affect employee performance. This research employs a quantitative approach using a survey method involving 121 respondents. Data were analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0.

The results show that reward systems and work Environment have a positive and significant effect on employee performance, while career development does not have a significant direct effect. All three variables reward systems, work Environment, and pengembangan karier have a positive and significant effect on employee Engagement, and employee Engagement has a positive and significant effect on employee performance. Employee Engagement also mediates the relationships between reward systems, work Environment, and career development with employee performance. These findings indicate that improving employee performance at PT XYZ is strongly influenced by employee Engagement, making it essential for the company to strengthen reward practices, enhance the work Environment, and optimize career development programs in ways that support higher employee Engagement.

Keywords: *Reward System, Work Environment, Career Development, Employee Engagement, Employee Performance.*

ANALISIS SISTEM *REWARD*, *WORK ENVIRONMENT*, DAN PENGEMBANGAN KARIER TERHADAP KINERJA KARYAWAN DENGAN *EMPLOYEE ENGAGEMENT* SEBAGAI VARIABEL MEDIASI PADA KARYAWAN PT XYZ

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis peran *employee Engagement* dalam memediasi pengaruh sistem *reward*, *work Environment*, dan pengembangan karier terhadap kinerja karyawan pada PT XYZ. Fenomena awal menunjukkan adanya masalah kinerja yang ditandai dengan fluktuasi produktivitas, ketidaktercapaian target, serta penurunan kualitas layanan operasional. Kondisi ini terkait dengan ketidaksesuaian antara beban kerja, penghargaan yang diterima, dan kesempatan pengembangan karier, sehingga diperlukan evaluasi terhadap faktor organisasi yang memengaruhi kinerja karyawan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 121 responden. Analisis data dilakukan menggunakan *Structural Equation Modeling* (SEM) berbasis SmartPLS 4.0.

Hasil penelitian menunjukkan bahwa sistem *reward* dan *work Environment* berpengaruh positif dan signifikan terhadap kinerja karyawan, sedangkan pengembangan karier tidak berpengaruh signifikan secara langsung. Ketiga variabel sistem *reward*, *work Environment*, dan pengembangan karier berpengaruh positif dan signifikan terhadap *employee Engagement*, dan *employee Engagement* berpengaruh positif dan signifikan terhadap kinerja karyawan. *Employee Engagement* juga berperan sebagai variabel mediasi pada seluruh hubungan antara sistem *reward*, *work Environment*, dan pengembangan karier terhadap kinerja karyawan. Temuan ini menunjukkan bahwa peningkatan kinerja karyawan di PT XYZ sangat dipengaruhi oleh keterikatan karyawan, sehingga penguatan sistem penghargaan, perbaikan *work Environment*, dan optimalisasi pengembangan karier perlu diarahkan pada peningkatan *employee Engagement*.

Kata Kunci: Sistem *Reward*, *Work Environment*, Pengembangan Karier, *Employee Engagement*, Kinerja Karyawan.