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EFFECT OF REWARD AND JOB COMFORT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE (CASE STUDY: PT. MERAKI DIGITAL INDONESIA)

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Abstract: This study aims to identify and explain the effect of reward and job comfort against employee performance with job satisfaction as a mediating variable (Case Study: PT. Meraki Digital Indonesia). This research is a quantitative research with 420 employees of PT. Meraki Digital Indonesia as a population. The sampling technique is non-probability sampling with 150 permanent employees as a sample. Data sources from primary and secondary data. The data analysis method uses SEM-PLS with SmartPLS software 3.2.9 version. The results showed that: (1) Reward and job comfort both partially and simultaneously has a positive and significant effect on job satisfaction; (2) Reward, job comfort, and job satisfaction both partially and simultaneously has a positive and significant effect on employee performance; and (3) Job satisfaction has a positive and significant effect in mediating reward and job comfort on employee performance.

INTRODUCTION

Every company wants their employees to work seriously in accordance with their abilities to achieve good performance because without good performance from all employees, company goals will be difficult to achieve (Abdullah, 2014). Performance basically includes attitude, mental, and behavior which always has a view that the current job must be better than the previous job also the future job must be better than the current job (Rinaldi, 2016). Good performance will be achieved if there is a match between job with quality and quantity standards (Ardian, 2019).

In general, most existing companies believe that giving a worthy and fair reward also job comfort to their employees will make them feel satisfied with their job and improve employee performance. Lack of reward from the company for what employees achieved and give to the company also employee discomfort at work will make employees feel dissatisfied with their job and affects employee performance.

Research conducted by Apriyanti et al (2021) states that there is a positive and significant effect of reward and job satisfaction on employee performance. In addition,

research conducted by Sunaryadi et al (2020) states that if employees feel comfortable at work, it will accelerate them to finish their job and improve employee performance. Otherwise, research conducted by Purnama (2018) states that job comfort and job satisfaction has no positive and significant effect on employee performance. In addition, research conducted by Husein and Hanifah (2019) states that job satisfaction has no significant effect on employee performance.

This attracts researchers to choose reward as the first independent variable because reward can make employees feel satisfied with their job, so that can improve employee performance. Job comfort was chosen as the second independent variable because when employees feel comfortable at work, employees will be quicker to finish their job and feel satisfied with their job, so that can improve employee performance. Meanwhile job satisfaction was chosen as a mediating variable because when employees feel appreciated and comfortable, they will feel satisfied with their job that also can improve employee performance.

LITERATURE REVIEW
Reward
Reward is an effort or a way to grow acknowledge or feeling accepted in organization or company includes financial and non-financial (Siagian, 2015). Meanwhile according to Fahmi (2016) reward is remuneration gift form that given to employees for their work performance, both in financial and non-financial form. Reward can interpreted as appreciation form for a certain achievement that given from and for individual or institution which usually in material or speech form (Fitri et al., 2013).

Material or non-material reward that given by organization or company leader sides to employees aims to motivate them to work harder and outstanding in achieving organization or company goals (Fitri et al., 2013). To motivate employees at work, employee interests and organization or company interests must be integrated. So the employees desires can be satisfied simultaneously with achievement of organization or company goals (Iskandar, 2018).

Job Comfort
According to Sugiarto (2018) in Sinaga (2020) explains comfort is a feeling that arises when someone feels accepted just the way they are also pleasured with exist situation and condition so someone will feel comfort. Comfort according to *Kamus Besar Bahasa Indonesia* (2017) means comfortable, freshness, or coolness circumstances. According to (Kurniawan, 2014) explains comfort is feeling condition and really depends on the person that have the situation. The comfort level felt by other people cannot directly known or observed, it necessary asked to them to tell how comfortable they are.

Job Satisfaction
Job satisfaction is leader responsibility to maintain their employees and organization. The responsibility meant is to create an organization that psychologically satisfies employees (Hantula, 2015). According to Yanchus et al (2015) defines job satisfaction as a positive or negative person attitude on his job. In essence, job satisfaction is pleasure or displeasure employees feelings in looking and running their job (Sutrisno, 2017). Someone with a high job satisfaction level has positive feelings on his job, otherwise someone with a low job satisfaction level has negative feelings on his job (Robbins and Judge, 2015). In accordance with Sutrisno (2017) states that a person with a high job satisfaction level will show a positive attitude on his job.

Employee Performance
According to Mathis and Jackson (2013), employee performance is the evaluation process about how good employees do their jobs when compared to a set of standards that

communicated to employees then. Employee performance is the work result that employees achieved on their task load based on skills, experience, sincerity, and time (Hasibuan, 2014). Employee performance according to Mangkunegara (2017) is the quantity and quality work result that employees achieved on their duties in accordance with responsibilities given to them.

Sunyoto (2014) states that employee performance is the work result that employees achieved in running and completing their job that given to them. Meanwhile Moeheriono (2012) concludes definition of employee performance as a result of performance that achievable by a person or group in organization both quantitatively and qualitatively in accordance with their authorities, duties, and responsibilities in effort to achieve organization goals legally, not violating the law, and in accordance with morals or ethics.

Theoretical Framework and Hypothesis

At this stage the author makes an analogy or develops a provisional assumption clearly based on existing perceptions and bases, this can be seen in Figure 1.
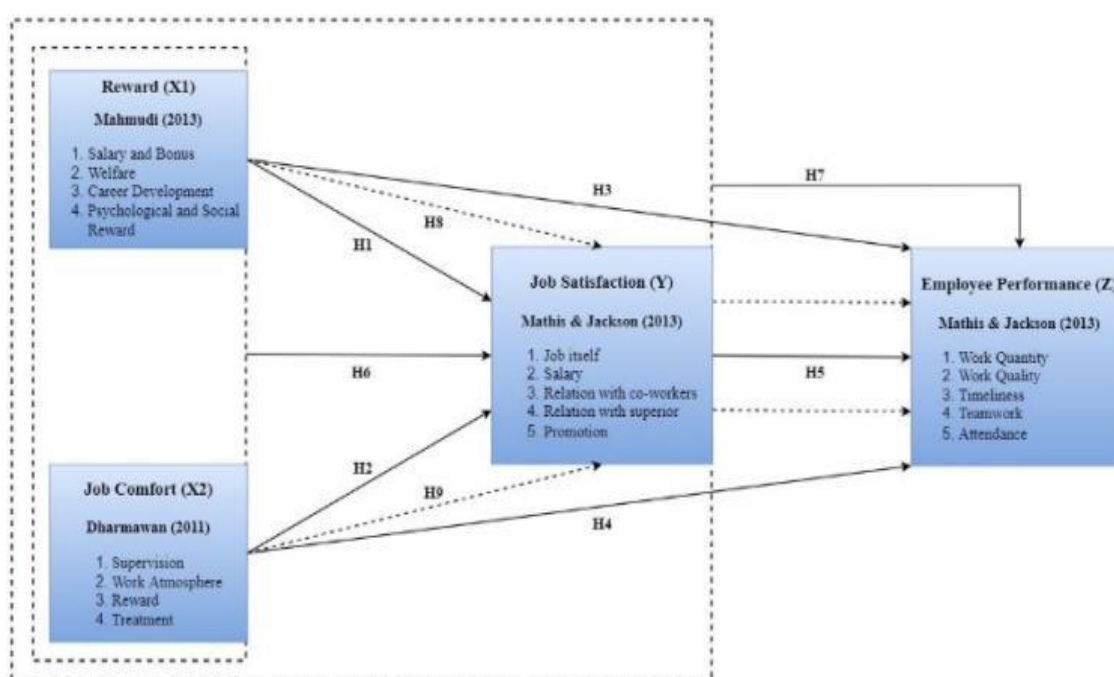
Figure 1. Conceptual Framework
Source: Data processed by author (2022)

From the conceptual framework above, the following hypothesis can be drawn:
H1: Reward has a positive and significant effect on Job Satisfaction.
H2: Job Comfort has a positive and significant effect on Job Satisfaction.
H3: Reward has a positive and significant effect on Employee Performance.
H4: Job Comfort has a positive and significant effect on Employee Performance.
H5: Job Satisfaction has a positive and significant effect on Employee Performance.
H6: Reward and Job Comfort simultaneously has a positive and significant effect on Job Satisfaction.
H7: Reward, Job Comfort, and Job Satisfaction simultaneously has a positive and significant effect on Employee Performance.
H8: Job Satisfaction has a positive and significant effect in mediating Reward on Employee Performance.
H9: Job Satisfaction has a positive and significant effect in mediating Job Comfort on Employee Performance.

RESEARCH METHODS

This is a quantitative research uses primary and secondary data as data source. This study uses causal relationship form to identify and explain the effect of independent variable, namely reward (X1) and job comfort (X2) on dependent variable, namely employee performance (Z) and to test wheter the intervening variable, namely job satisfaction (Y) mediates reward (X1) and job comfort (X2) on employee performance (Z).

Population and Sample

Population in this study was 420 employees of PT. Meraki Digital Indonesia with 150 permanent employees as a sample based on non-probability sampling technique.

Data Analysis

Data analysis method in this study uses SEM-PLS with SmartPLS software 3.2.9 version.

FINDINGS AND DISCUSSION

Respondent Description

Data analysis results presented descriptively from each variable. Respondents in this study amounted to 150 permanent employees of PT. Meraki Digital Indonesia. Respondent descriptions differentiated by gender, age, tenure, and last education. Respondents based on gender dominated by men as many as 88 employees (58,7%). The number of respondents aged over 40 years as many as 76 employees (50,7%). The majority of respondents with more than 5 years tenure as many as 109 employees (72,7%). The majority of respondents with education level above D3 as many as 81 employees (54%).

Variabel Description

Descriptive variables results in this study are shown in table 1 below.

Table 1. Variable Values Descriptive Summary

Variable	Average
Reward	4,29
Job Comfort	4,11
Job Satisfaction	4,13
Employee Performance	4,3

Source: Data processed by author (2022)

From table 1 it can be explained that the average respondent's response dominated by employee performance variable of 4,3. The average respondent's response to reward variable is 4,29, followed by the average respondent's response to job comfort variable of 4,11, and the average respondent's response to job satisfaction variable is 4,13.

Measurement Model Test Evaluation (Outer Model)
Convergent Validity

An instrument meets convergent validity test if it has loading factor of ≥ 0,5. Loading factor values on all indicators in each variable namely reward, job comfort, job satisfaction, and employee performance can be seen in figure 2, 3, 4, and 5.
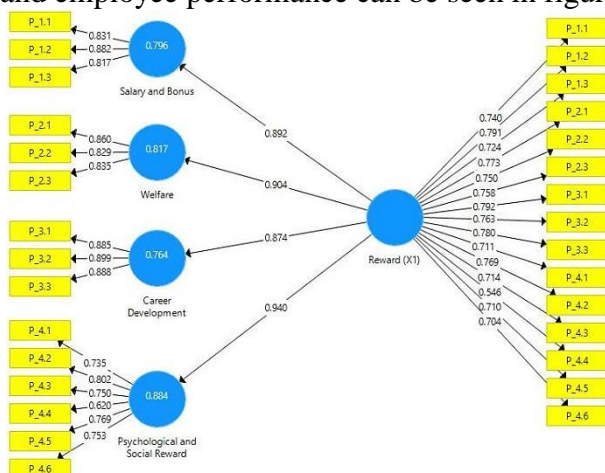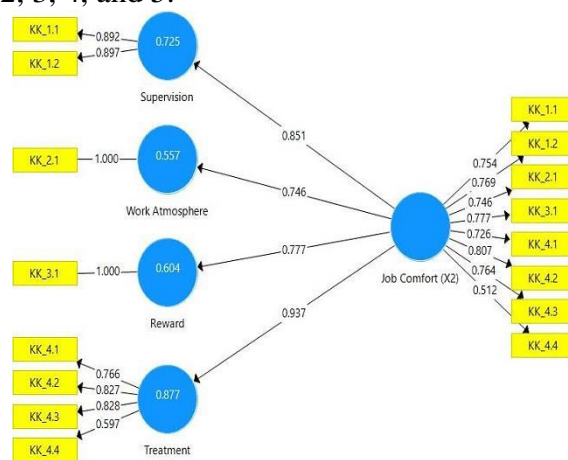

Figure 2. Loading Factor Reward (X1)

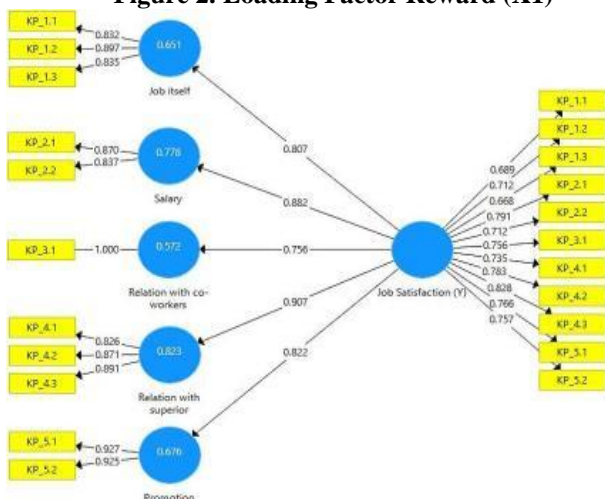

Figure 3. Loading Factor Job Comfort (X2)

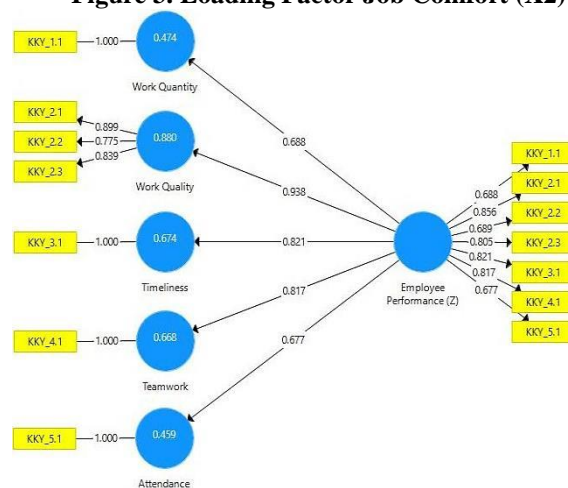**Figure 4. Loading Factor Job Satisfaction (Y) (z)**

Figure 5. Loading Factor Employee Performance

Average Variance Extracted (AVE)

Convergent validity from the Average Variance Extracted (AVE) test illustrates amount of manifest variables diversity that can be owned by latent constructs. Greater manifest variable diversity that latent construct contained, greater manifest variable representation on latent construct.

Table 2. Convergent Validity AVE Test

Variable	AVE	Cut Off	Remarks
Reward (X1)	0,543	0,5	Valid
Job Comfort (X2)	0,542	0,5	Valid
Job Satisfaction (Y)	0,557	0,5	Valid
Employee Performance (Z)	0,590	0,5	Valid

Source: Data processed by author (2022)

From table 2 it can be known that all variables produce Average Variance Extracted (AVE) values ≥ 0,5. Therefore the indicators declared as valid to measure variable or dimension.

Discriminant Validity

Discriminant validity calculated using cross loading with criteria if cross loading value in corresponding variable > indicators correlation value on other variables or dimensions, then the indicators declared as valid to measure corresponding variable.

Table 3. Discriminant Validity Test

Indicator	Reward (X1)	Job Comfort (X2)	Job Satisfaction (Y)	Employee Performance (Z)	Remarks
P_1.1	**0.734**	0.520	0.504	0.397	Valid
P_1.2	**0.782**	0.515	0.406	0.520	Valid
P_1.3	**0.718**	0.556	0.438	0.468	Valid
P_2.1	**0.767**	0.552	0.455	0.485	Valid
P_2.2	**0.747**	0.519	0.464	0.481	Valid
P_2.3	**0.747**	0.443	0.384	0.459	Valid
P_3.1	**0.792**	0.520	0.502	0.521	Valid
P_3.2	**0.768**	0.540	0.565	0.480	Valid
P_3.3	**0.783**	0.541	0.579	0.441	Valid
P_4.1	**0.712**	0.436	0.430	0.431	Valid
P_4.2	**0.771**	0.525	0.567	0.476	Valid
P_4.3	**0.718**	0.506	0.517	0.510	Valid
P_4.4	**0.567**	0.516	0.413	0.586	**Invalid**
P_4.5	**0.713**	0.578	0.482	0.452	Valid
P_4.6	**0.710**	0.554	0.468	0.503	Valid
KK_1.1	0.466	**0.740**	0.459	0.453	Valid
KK_1.2	0.559	**0.768**	0.501	0.486	Valid
KK_2.1	0.534	**0.736**	0.485	0.465	Valid
KK_3.1	0.509	**0.758**	0.426	0.418	Valid
KK_4.1	0.505	**0.727**	0.523	0.461	Valid
KK_4.2	0.548	**0.804**	0.471	0.566	Valid
KK_4.3	0.556	**0.769**	0.502	0.497	Valid
KK_4.4	0.482	**0.562**	0.440	0.564	**Invalid**
KP_1.1	0.472	0.430	**0.682**	0.361	Valid
KP_1.2	0.462	0.534	**0.711**	0.417	Valid
KP_1.3	0.429	0.482	**0.666**	0.385	Valid
KP_2.1	0.460	0.499	**0.785**	0.456	Valid
KP_2.2	0.536	0.468	**0.715**	0.481	Valid
KP_3.1	0.438	0.458	**0.750**	0.478	Valid
KP_4.1	0.515	0.505	**0.739**	0.521	Valid
KP_4.2	0.441	0.413	**0.782**	0.594	Valid
KP_4.3	0.529	0.489	**0.829**	0.580	Valid
KP_5.1	0.537	0.556	**0.772**	0.499	Valid
KP_5.2	0.534	0.508	**0.764**	0.582	Valid
KKY_1.1	0.454	0.404	0.469	**0.696**	Valid
KKY_2.1	0.585	0.512	0.563	**0.863**	Valid
KKY_2.2	0.517	0.505	0.523	**0.708**	Valid
KKY_2.3	0.552	0.540	0.575	**0.811**	Valid
KKY_3.1	0.565	0.620	0.580	**0.826**	Valid
KKY_4.1	0.470	0.569	0.467	**0.801**	Valid
KKY_5.1	0.325	0.423	0.300	**0.645**	Valid

Source: Data processed by author (2022)

Table 3 shows that there are indicators with smaller latent variable cross loading values (red bold font) than other latent variable cross loading values namely P_4.4 and KK_4.4 indicators, so need to modify the model by removing these indicators.

Table 4. Modified Discriminant Validity Test

Indicator	Reward (X1)	Job Comfort (X2)	Job Satisfaction (Y)	Employee Performance (Z)	Remarks
P_1.1	**0.734**	0.520	0.504	0.397	Valid
P_1.2	**0.782**	0.515	0.406	0.520	Valid
P_1.3	**0.718**	0.556	0.438	0.468	Valid
P_2.1	**0.767**	0.552	0.455	0.485	Valid
P_2.2	**0.747**	0.519	0.464	0.481	Valid
P_2.3	**0.747**	0.443	0.384	0.459	Valid
P_3.1	**0.792**	0.520	0.502	0.521	Valid
P_3.2	**0.768**	0.540	0.565	0.480	Valid
P_3.3	**0.783**	0.541	0.579	0.441	Valid
P_4.1	**0.712**	0.436	0.430	0.431	Valid
P_4.2	**0.771**	0.525	0.567	0.476	Valid
P_4.3	**0.718**	0.506	0.517	0.510	Valid
P_4.5	**0.713**	0.578	0.482	0.452	Valid
P_4.6	**0.710**	0.554	0.468	0.503	Valid
KK_1.1	0.466	**0.740**	0.459	0.453	Valid
KK_1.2	0.559	**0.768**	0.501	0.486	Valid
KK_2.1	0.534	**0.736**	0.485	0.465	Valid
KK_3.1	0.509	**0.758**	0.426	0.418	Valid
KK_4.1	0.505	**0.727**	0.523	0.461	Valid
KK_4.2	0.548	**0.804**	0.471	0.566	Valid
KK_4.3	0.556	**0.769**	0.502	0.497	Valid
KP_1.1	0.472	0.430	**0.682**	0.361	Valid
KP_1.2	0.462	0.534	**0.711**	0.417	Valid
KP_1.3	0.429	0.482	**0.666**	0.385	Valid
KP_2.1	0.460	0.499	**0.785**	0.456	Valid
KP_2.2	0.536	0.468	**0.715**	0.481	Valid
KP_3.1	0.438	0.458	**0.750**	0.478	Valid
KP_4.1	0.515	0.505	**0.739**	0.521	Valid
KP_4.2	0.441	0.413	**0.782**	0.594	Valid
KP_4.3	0.529	0.489	**0.829**	0.580	Valid
KP_5.1	0.537	0.556	**0.772**	0.499	Valid
KP_5.2	0.534	0.508	**0.764**	0.582	Remarks
KKY_1.1	0.454	0.404	0.469	**0.696**	Valid
KKY_2.1	0.585	0.512	0.563	**0.863**	Valid
KKY_2.2	0.517	0.505	0.523	**0.708**	Valid
KKY_2.3	0.552	0.540	0.575	**0.811**	Valid
KKY_3.1	0.565	0.620	0.580	**0.826**	Valid
KKY_4.1	0.470	0.569	0.467	**0.801**	Valid
KKY_5.1	0.325	0.423	0.300	**0.645**	Valid

Source: Data processed by author (2022)

Based on table 4, it can be seen that all indicators have greater latent variable cross loading values than other latent variable cross loading values, so that still used in the model.

Reliability Test

Composite reliability aims to test instrument reliability in a research model with criteria Cronbach's Alpha and Composite Reliability ≥ 0,6.

Table 5. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Remarks
Reward (X1)	0,940	0,947	Valid
Job Comfort (X2)	0,884	0,909	Valid
Job Satisfaction (Y)	0,920	0,932	Valid
Employee Performance (Z)	0,882	0,909	Valid

Source: Data processed by author (2022)

Structural Model Test Evaluation (Inner Model)

Structural model test carried out to evaluates coefficient determination (R^2), measuring effect size (f^2), validates overall model with Goodness of Fit (GoF) index, and predictive relevance (Q^2) test.
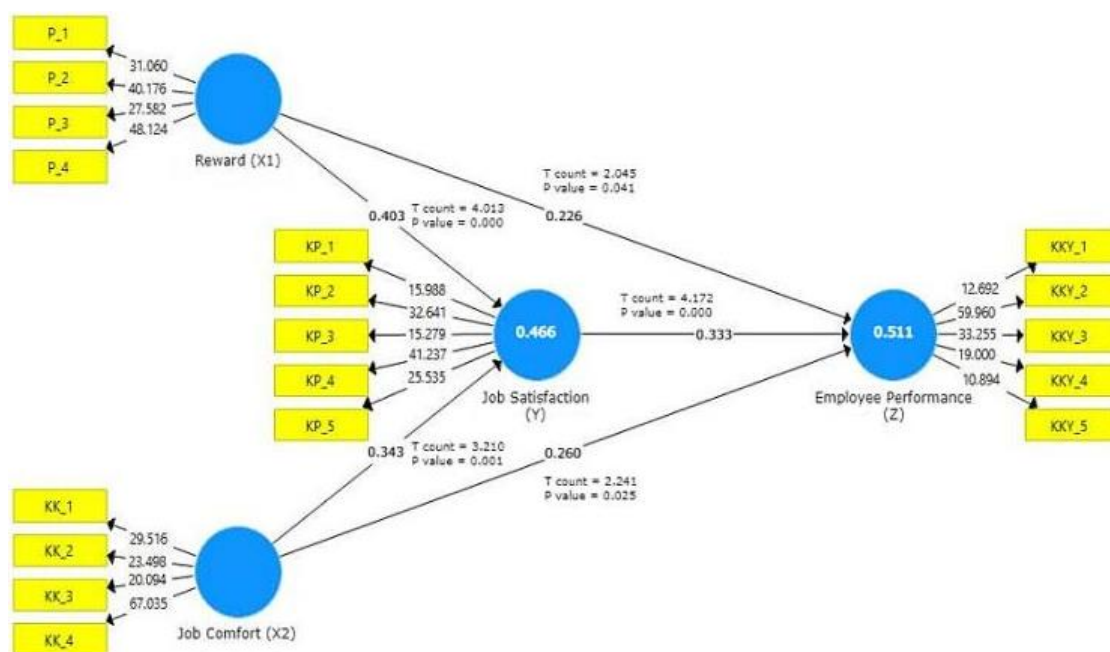
Figure 6. Inner Model Test
Source: Data processed by author (2022)

Table 6. Partial Hypothesis Test Results (Direct Effect)

Effect	Original Sample (O)	T Statistics	T Table	P Values	Remarks
Reward (X1) → Job Satisfaction (Y)	0,403	4,013	1,96	0,000	H1 accepted
Job Comfort (X2) → Job Satisfaction (Y)	0,343	3,210	1,96	0,001	H2 accepted
Reward (X1) → Employee Performance (Z)	0,226	2,045	1,96	0,041	H3 accepted
Job Comfort (X2) → Employee Performance (Z)	0,260	2,241	1,96	0,025	H4 accepted
Job Satisfaction (Y) → Employee Performance (Z)	0,333	4,172	1,96	0,000	H5 accepted

Source: Data processed by author (2022)

Table 7. Simultaneous Hypothesis Test Results

Effect	R Square	F Count	F Table	Alpha	Remarks
(X1, X2) → (Y)	0,466	42,47	2,67	0,05	F Count > F Table (H6 accepted)
(X1, X2, Y) → (Z)	0,511	50,86	2,67	0,05	F Count > F Table (H7 accepted)

Source: Data processed by author (2022)

Table 8. Direct Effect and Indirect Effect Test Results

Interpretation	Direct Effect (DE)	Indirect Effect (IE)	Remarks
Y mediates X1 on Z	$0,226^2 = 0,051$	0,114	IE > DE (H8 accepted)
Y mediates X2 on Z	$0,260^2 = 0,067$	0,134	IE > DE (H9 accepted)

Source: Data processed by author (2022)

Coefficient Determination (R^2)

The coefficient of determination (R2) used to determine endogenous variable abilities to explain exogenous variable diversity.

Table 9. Coefficient Determination (R^2) Values

Variable	R Square	R Square Adjusted	Remarks
Job Satisfaction (Y)	0,466	0,459	Weak
Employee Performance (Z)	0,511	0,501	Moderate

Source: Data processed by author (2022)

According to Ghozali and Latan (2015) R2 criteria consist of 0,75 (strong), 0,50 (moderate), and 0,25 (weak).

Effect Size (f^2)

Effect size (f^2) measured to see the goodness of model or size of exogenous latent variable effect on endogenous latent variable. Effect size (f^2) value of 0,02 has a small effect, 0,15 has a moderate effect, and 0,35 has a large effect at structural level (Ghozali and Latan, 2015).

Table 10. Effect Size (f^2) Values

Effect	f^2	Remarks
Reward (X1) → Job Satisfaction (Y)	0,167	Moderate
Reward (X1) → Employee Performance (Z)	0,049	Small
Job Comfort (X2) → Job Satisfaction (Y)	0,121	Small
Job Comfort (X2) → Employee Performance (Z)	0,068	Small
Job Satisfaction (Y) → Employee Performance (Z)	0,121	Small

Source: Data processed by author (2022)

Goodness of Fit (GoF) Index

Goodness of Fit (GoF) index used to validates combined performance of measurement model (outer model) and structural model (inner model). The criteria for GoF values are 0,1 = GoF Small, 0,25 = GoF Medium, and 0,36 = GoF Large (Ghozali and Latan, 2015).

$$\text{GoF} = \sqrt{AVE \; x \; R^2}$$
$$\text{GoF} = \sqrt{0,558 x 0,488}$$
$$\text{GoF} = \sqrt{0,272}$$

GoF = 0,521

Goodness of Fit (GoF) index calculation results produce value 0,521. So it can be said that combined performance of measurement model (outer model) and structural model (inner model) in this study are included in GoF Large category (0,521 > 0,36).

Predictive Relevance (Q^2) Test

Predictive relevance (Q²) value > 0 indicates that the model has a good predictive relevance, while predictive relevance (Q²) value < 0 indicates that the model lack of predictive relevance (Ghozali and Latan, 2015).

Q² = 1 – (1–R^{2}1) (1–R^{2}2)

Q² = 1 – (1–0,466) (1–0,511)

Q² = 1 – (0,534) (0,489)

Q² = 1 – 0,261

Q² = 0,739

Predictive relevance (Q^2) calculation results produce value 0,739. So it can be said that the model in this study has a good predictive relevance (0,739 > 0). Predictive relevance (Q^2) value also shows that exogenous latent variable as explanatory variable are able to predict endogenous latent variable, namely Employee Performance (Z).

Inter Dimensional Correlation Matrix Analysis

Inter dimensional correlation matrix analysis used to determine dimensions of independent variables namely Reward (X1) and Job Comfort (X2) which has the highest correlation value with dimensions of dependent variables namely Job Satisfaction (Y) and Employee Performance (Z) also to determine dimensions of intervening variable Job Satisfaction (Y) which has the highest correlation value with dimensions of dependent variable Employee Performance (Z).

Table 11. Inter Dimensional Correlation Matrix Analysis Results

Variable	Dimension	Job Satisfaction (Y)		Employee Performance (Z)	
		Salary	**Promotion**	**Work Quality**	**Timeliness**
Reward (X1)	Psychological and Social Reward	**0,5897**	0,5441	**0,6271**	0,5277
Job Comfort (X2)	Supervision	0,4650	**0,5454**	0,4740	0,4892
	Treatment	0,5264	0,5166	0,5590	**0,5683**
Job Satisfaction (Y)	Relation with superior			**0,6448**	0,5707

Source: Data processed by author (2022)

Discussion

Effect of Reward on Job Satisfaction

Data analysis results shows that reward has a positive and significant effect on job satisfaction. This means higher reward that given to employees, higher employee's job satisfaction. This study results are reinforced by Iskandar (2018) theory which states that employees interests and organization or company interests must be integrated, so the employee desires can be satisfied simultaneously with achievement of organization or company goals. This is in line with research conducted by Apriyanti et al (2021) which states that reward has a positive and significant effect on job satisfaction. In addition, research results conducted by Riyasa (2018) also shows that reward has a significant positive effect on job satisfaction.

Effect of Job Comfort on Job Satisfaction

Data analysis results indicates that job comfort has a positive and significant effect on job satisfaction. This means higher job comfort that employees felt, higher employee's job satisfaction. This is in line with research conducted by Purnama (2018) which states that work stress, conflict, job satisfaction, and job comfort has a simultaneous and significant effect on employee performance.

Effect of Reward on Employee Performance

Data analysis results shows that reward has a positive and significant effect on employee performance. This means higher reward that given to employees, higher employee's performance. This study results are reinforced Fitri et al (2013) theory which states that material or non-material reward that given by organization or company leader sides to employees aims to motivate them work harder and outstanding in achieving organization or company goals. This results are in line with research conducted by Apriyanti et al (2021) which states that reward has a positive and significant effect on employee performance. In addition, research results conducted by Riyasa (2018) also shows that reward has a significant positive effect on employee performance.

Effect of Job Comfort on Employee Performance

Data analysis results indicates that job comfort has a positive and significant effect on employee performance. This means higher job comfort that employees felt, higher employee's performance. This is in line with research conducted by Sunaryadi et al (2020) which states that if employees feel comfortable at work, it will accelerate them to finish their job and improve employee performance. In addition, research results conducted by Fitria (2016) also shows that job comfort has a positive and significant effect on the quality of library services at UIN Ar-Raniry.

Effect of Job Satisfaction on Employee Performance

Data analysis results shows that job satisfaction has a positive and significant effect on employee performance. This means higher job satisfaction that employees felt, higher employee's performance. This study results are reinforced by the of Sutrisno (2017) theory which states that someone with a high job satisfaction level will show a positive attitude on his job. This is in line with research conducted by Apriyanti et al (2021) which states that job satisfaction has a positive and significant effect on employee performance. In addition, research results conducted by Riyasa (2018) also shows that job satisfaction has a significant positive effect on employee performance.

Effect of Reward and Job Comfort Simultaneously on Job Satisfaction

Data analysis results shows that reward and job comfort simultaneously has a positive and significant effect on employee performance. This means higher reward that given to employees and job comfort that employees felt, higher employee's job satisfaction. This study results are in line with research conducted by Apriyanti et al (2021) which states that reward has a positive and significant effect on job satisfaction. In addition, research results conducted by Riyasa (2018) shows that reward has a significant positive effect on job satisfaction. Meanwhile, research results conducted by Purnama (2018) also shows that work stress, conflict, job satisfaction, and job comfort has a simultaneous and significant effect on employee performance.

Effect of Reward, Job Comfort, and Job Satisfaction Simultaneously on Employee Performance

Data analysis results shows that reward, job comfort, and job satisfaction simultaneously has a positive and significant effect on employee performance. This means higher reward that given to employees also job comfort and satisfaction that employees felt, higher employee's performance. This study results are in line with research conducted by Wasiati (2018) which states that reward, punishment, and job satisfaction simultaneously affect employee performance. Meanwhile, research results conducted by Purnama (2018) shows that work stress, conflict, job satisfaction, and job comfort has a simultaneous and significant effect on employee performance.

Effect of Job Satisfaction in Mediating Reward on Employee Performance

Data analysis results shows that job satisfaction has a positive and significant effect in mediating reward on employee performance. This means reward that given to employees can make them feel satisfied with their job, so that can improve employee performance. Data analysis results also shows that reward has a positive and significant effect on employee performance, so job satisfaction partially mediates reward on employee performance. This study results are in line with research of Apriyanti et al (2021) which states that reward mediated by job satisfaction has a positive and significant effect on employee performance. In addition, research results conducted by Riyasa (2018) shows that reward has an indirect positive effect on employee performance through job satisfaction. Meanwhile, research results conducted by Sari (2021) also shows that job satisfaction is able to mediates effect of reward on employee performance.

Effect of Job Satisfaction in Mediating Job Comfort on Employee Performance

Data analysis results indicates that job satisfaction has a positive and significant effect in mediating job comfort on employee performance. This means that when employees feel comfortable at work, employees will be quicker to finish their job and feel satisfied, so that can improve employee performance. Data analysis results also shows that job comfort has a positive and significant effect on employee performance, so job satisfaction partially mediates job comfort on employee performance. This study results are in line with Purnama (2018) which states that work stress, conflict, job satisfaction, and job comfort has a simultaneous and significant effect on employee performance.

CONCLUSION AND RECOMMENDATION
Conclusion

Based on findings and discussion, this study conclusions can be stated as follows: Reward has a positive and significant effect on job satisfaction with Psychological and Social Reward dimensions that has the strongest effect; Job comfort has a positive and significant effect on job satisfaction with Supervision dimensions that has the strongest effect; Reward has a positive and significant effect on employee performance with Psychological and Social Reward dimensions that has the strongest effect; Job comfort has a positive and significant effect on employee performance with Treatment dimensions that has the strongest effect; Job satisfaction has a positive and significant effect on employee performance with Relation with superior dimensions that has the strongest effect; Reward and job comfort simultaneously has a positive and significant effect on job satisfaction; Reward, job comfort, and job satisfaction simultaneously has a positive and significant effect on employee performance; Job satisfaction has a positive and significant effect in mediating reward on employee performance; Job satisfaction has a positive and significant effect in mediating job comfort on employee performance.

Recommendation

Based on findings, discussion, and conclusion above, recommendation that can be given to complete this study results are as follows:

1. For Company

a. The company is expected to maintain and increase promotion opportunities gift to employees if it is needed. In addition, the superiors in the company are expected to be able to give a trust in finish the job and authority in making decisions to employees that becomes their subordinates as long as it is still within the scope of work. That can makes the employees feel accepted and appreciated for their work results, so the organization or company that psychologically satisfy employees can be created.

b. The company is expected to give continuous supervision and sense of secure to employees both inside and outside the office. That can makes the employees feel pleasured, so they will show a positive attitude on their job.

c. The company is expected to be able to give a good and affordable work locations to employees also appreciates and respects outstanding employees. That can makes the employees able to finish their job with good results without ignoring amount of job targeted, so the employee performance will increase.

d. The company is expected to treat all employees well and humanely (not treated like robots) also fair and objective. In addition, the company is also expected to give employees the opportunity to develop their careers as much as possible and create harmonious, informal, and family-friendly relationships between employees. That can make the employees more motivated to always finish their job well on target and specified time limit, so the employee performance will increase.

e. The superiors in the company are expected to be able to give the tasks in accordance with abilities also clear directions to employees that becomes their subordinates. In addition, the superiors are also expected to give them authority in making decisions and responsive in responding job related matters. That can make the employees always pay attention and maintain the quality of work results, so the employee performance will increase.

2. For Further Research

Further research can take the research objects from different companies and dig deeper about variables that affect employee performance with wider sample coverage. The finding results is in the form of job satisfaction variables that mediates reward and job comfort partially opens up possibility of other variables effect as intervening variable that can affect employee performance.

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