

Efforts to Improve Employee Performance through Employee Voice and Reward and Recognition

Vidya Dwi Amalia Zati

Management Department, Universitas Prima Indonesia, Indonesia
Email: vdaz_1312@yahoo.com

Syaifuddin

Management Department, Universitas Prima Indonesia, Indonesia
Email: drssyaifuddin@gmail.com

Safiyan

Management Department, Universitas Prima Indonesia, Indonesia

Corresponding author: vdaz_1312@yahoo.com

Abstract.

This study aims to directly determine the effect of employee voice, reward, and recognition on employee performance. This type of research is causal, where research data is obtained through distribution to 115 employees in 10 public junior high schools in Medan City. Data analysis using Structural Equation Modeling (SEM) based on Smart PLS. The results prove that direct employee voice, reward, and recognition significantly affect employee performance. The implications of the findings in this study indicate that employees in public junior high schools in Medan City expect employee appraisal rewards every year for outstanding employees. In addition, a form of recognition in leadership recognition or appreciation for each employee contributes to the activities that have been worked optimally.

Keywords: *Employee Performance, Employee Voice, Reward and Recognition.*

INTRODUCTION

Human resources are an essential asset for every company that wants to continue to survive and increase its competitiveness, especially its competitors (Pebri, 2020). Competent human resources is a significant capital for the company to accelerate the achievement of predetermined targets (Purwanto, 2020). Furthermore, managers play a crucial role in motivating employees to work towards predetermined goals, including considering how to build human resource management that can operate effectively and efficiently (Rodli, 2021). Maximizing work happiness for company management has evolved into an overarching goal of HR to positively influence organizational value in the long and short term (Syafuddin, 2022).

Employee performance is an expectation for every company leader who aspires to live sustainably in the business he manages (F. R. A. L. S. S. Y. L. Nasib, 2023). Employee performance is an integral part of an organization or corporate agency. Employee performance is the fundamental behavior everyone displays as a work achievement produced by employees according to their role in a company or organizational agency (Mekhum, 2020).

Good employee performance is one of the most critical factors in a company or organization's efforts to increase productivity (Børing, 2021). An employee's performance in a corporate agency or organization is individual because each employee has a different ability level in doing his or her job (Sutrisno, 2016).

Employee performance also cannot be separated from the element of employee voice (Kim, 2010). Employee voice is how employees give their opinions about work issues in the company to the organization and their superiors at work. In this way, employees can provide input on what will affect them (Mathur, 2023). Employee voice is the behavior of employees, where they provide their views on the company in the form of views that can be positive, their ideas or concerns related to work, in order to improve and develop the work process (Liu, 2022). Employee voice is a form of communication between employees and management, providing their respective assumptions regarding problems and opportunities experienced directly by the company that can affect the organization directly or indirectly (Jena, 2017).

Furthermore, employee performance is also influenced by the rewards and recognition factor (Patel, 2015). Reward is a form of effort to appreciate the sacrifices of employees. Giving rewards aims to make every employee work with dedication and high work loyalty (Madhani, 2021). Then, the organization or company will continue to improve the system by providing rewards. Often, organizations or companies provide financial incentives as a form of additional compensation that employees get (Bartłomiejczuk, 2015). Likewise, recognition also aligns with the provision of rewards (Muchai, 2014). As a form of management recognition to these employees, appreciation is given in the form of non-financial praise and recognition (Mounika, 2021). Giving promotions and providing education and training studies is a way for management to recognize all employees' struggles in the organization's progress (Kurniawan, 2021).

The Medan City Education Office is a local government agency of Medan City as a facilitator of the central government in channeling educational activities. As an extension of the central government agency, the Medan City Education Office must be professional in carrying out its duties and responsibilities, especially from civil servants in educating the nation's children. The observations show that the number of work errors in the Medan City Education Office still needs improvement. This shows that the quality and quantity of work could be better. If this continues to happen, it will have an unhealthy impact, especially on students in the process of teaching and learning activities.

Furthermore, the level of employee voice at the Medan City Education Office has yet to support employee performance improvement maximally. In Table 2, very few employees

strongly desire to provide criticism and suggestions to improve the optimal work system. In addition, employees need more awareness in encouraging themselves and others to behave well in carrying out their duties and responsibilities. If this continues, it will significantly impact teachers' quality and quantity of work within the Medan City Education Office. Lastly, employees considered that the opportunity for self-development through training organized by the Medan City Education Office differed from expected. Next, employees who are active in extracurricular activities such as scouting, choir, and paskibra should be praised for their students' achievements. Furthermore, if this condition continues to occur, this will trigger work jealousy among employees. So that employees who have good contributions will follow the bad behavior of other employees.

LITERATURE REVIEW

Employee Performance

Employee performance has an essential meaning for success in achieving company goals. The company hopes that all employees work with good performance (S. Y. F. R. A. L. D. A. Nasib, 2023). In addition, the leadership will be straightforward in placing employees according to their abilities (S. B. E. E. N. Y. L. Nasib, 2023). For this reason, employee performance should be evaluated and rewarded, and employees who work not as expected. According to (Sedermayanti, 2013), *performance* is defined as the work of a worker, a management process, or an organization as a whole, where the results of this work must be able to show concrete and measurable evidence (A. F. Nasib, 2020).

Meanwhile, according to (Hasibuhan, 2015), performance is the result of the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, seriousness, and time. Then, according to (Mangkunegara, 2013), performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties according to his responsibilities. According to (Sutrisno, 2016), performance is the result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization.

Employee Voice

Employee voice behavior is significant in an organization where employees can voice opinions, ideas, and concerns to advance the organization (Morrison, 2011). The ideas can help organizations keep up with the fast-paced business environment (Kwon, 2016). Employee voice is considered capable of encouraging employee involvement in every activity in the company (Kao, 2022). Employees will be very active and enthusiastic about every company

activity program (Şimşek, 2019). These activities are both formal and informal. Employee voice behavior is the freedom of employees to provide suggestions, ideas, concerns, and accessible communication to provide information about problems within the company or in relationships with colleagues to people who have the authority to make decisions to bring about better changes (Morissan, 2012).

Rewards And Recognition

Awards are rewards given or received by someone as a form of achievement or reward for services provided (Malek et al., 2020). Awards can be given as compensation to employees who excel (D. M. P. P. N. S. H. Nasib, 2021). Compensation is the right employees receive for completing their company obligations (Koo, 2019). Compensation is an essential component for employees because it can determine motivation, improve employee performance, and affect an employee's productivity, motivation, and work performance [18]. Furthermore, recognition is a plan to encourage certain behaviors by formally appreciating specific employee contributions (Mesepy, 2016). Recognition is conveyed to employees through formal and informal interactions, verbal and non-verbal, through things said and things not said. It is delivered through communication, rules, processes, job design, goals, values, and information (Patel, 2015). The forms of delivery provided to employees mean that employees contribute in some way that is unique to the organization and, thus, their individuality. This experience is social and is thus referred to as social recognition (Mounika, 2021).

RESEARCH METHOD(S)

This type of research is associative or causal research. The population in this study were teachers with civil servant status consisting of 45 public junior high schools in Medan City, totaling 1574 employees. Then, the sampling technique used purposive random sampling, where researchers selected ten public junior high schools in Medan City with 115 teachers as research samples. Data collection using questionnaires and data analysis using Structural Equation Modeling (SEM) based on Smart PLS.

FINDINGS AND DUSCUSSION

Hypothesis Test

Table 1. Hypothesis Test

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values | Description |
|---|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|--------------------|
| Employee Voice (X1) -> Employee Performance (Y2) | 0,164 | 0,162 | 0,043 | 3,790 | 0,000 | Significant |
| Rewards and Recognition (X2) -> Employee Performance (Y2) | -0,365 | -0,366 | 0,058 | 6,327 | 0,000 | Significant |

Source: data processed, 2023

Effect of Employee Voice on Employee Performance

Based on the data processing results using Smart PLS, direct employee voice significantly affects employee performance in public junior high school teachers in Medan City. The results of this study state that employees who often provide ideas and opinions about the company, both regarding work and the company atmosphere, for improvement are employees who have a good performance improvement for the company; the more often employees express their opinions, the higher the performance of employees in the company. This study's results align with previous research conducted by (Nugroho, 2021), which states that employee voice has a significant effect on employee performance. The results of this study emphasize that employees who are active in the company will produce good performance for the company. The more often employees express their ideas in the development of their work or positions in the company, the more they produce performance that can benefit the company. Also, in line with research (Asih, Endang, & Edy, 2021) also states that employee voice can encourage improved employee performance. Suppose the company provides opportunities for employees to voice their opinions or ideas that exist in employees. In that case, the company's chances of developing with positive performance provided by employees will be higher. If the performance of employees in the company is good, there will be fewer mistakes in carrying out the profession. Employee concern for the company can provide an increase in employee performance in the company.

The Effect of Rewards and Recognition on Employee Performance

Based on the results of data analysis, direct rewards and recognition significantly affect employee performance in public junior high school teachers in Medan City. The study's results align with research conducted by (Januar, 2015), which states that rewards and recognition significantly impact employee performance. The results of this study explain that companies that give awards to employees who excel in their work will increasingly get good results from the performance obtained from company employees. Employees who will provide good performance are also employees who often receive praise for work that deserves to be flattered. The results of similar research were also conducted by (Mas'ud, 2019), which stated that rewards and recognition significantly influenced employee performance. The more attention the company pays to the work of its employees, the more the company will get attention from employees. The more the company rewards good work, the more employees will receive better treatment. Also, research conducted by (Pramesti, 2019) stated the same in his research. The results of this study state that employees working by providing results that make the company grow are employees who often receive awards and praise for good work results made by company employees. It could happen otherwise that employees produce achievements in working but do not receive awards and praise, which will make employee performance even less, and concern for the company is only limited to professional work. The research results (Patel, 2015) state that direct reward and recognition significantly affect employee performance. The results of this study explain that motivated employees can help make organizations more competitive with added value and profit. This research attempts to determine the main factors that motivate employees and the relationship between rewards, recognition, and motivation when working in an organization. The study's results (Hussain, 2019) state that employee rewards and recognition have a Significant and positive effect on employee performance, while job stress has a significant and negative effect on employee performance. The findings also revealed that perceived organizational support Significantly and fully mediates the relationship between employee rewards, recognition, job stress, and performance. The results of (Mounika, 2021) stated that if the rewards and recognition offered to employees change, motivation and job satisfaction will correspond to a corresponding change. A direct translation of this is that the better the rewards and recognition, the higher the level of motivation and satisfaction, and the greater the level of performance and productivity. The organization should reassess and rectify this situation if there are significant inconsistencies, especially in emotional conflicts between performers and nonperformers. If the organization does not reassess this situation, it may negatively impact work performance,

productivity, and minority retention. The results of research (Kurniawan, 2021) state that reward and recognition directly have a significant effect on employee performance.

CONCLUSION AND RECOMMENDATION

Based on the results analysis and discussion, the researcher's conclusion is as follows:

1. Directly, employee voice positively and significantly affects employee engagement in public junior high schools in Medan City.
2. Directly, rewards and recognition positively and significantly affect employee engagement in public junior high schools in Medan City.

Based on the conclusion above, there are suggestions given to study this, among others, as follows:

1. State junior high schools in Medan City should consider teacher voice and teacher involvement as well as organizational support for teachers because it can affect the increase and decrease in teacher performance in teaching their knowledge to students.
2. Government agencies should also provide opportunities for teachers to improve the existing learning system because the involvement of teachers in developing the education system will make teachers more concerned about their profession and improve the quality of learning.

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