

THE ROLE OF WORK PROTECTION PROGRAMS, REWARD SYSTEMS, AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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ABSTRACT

Advances in technology and increasingly intense industrial competition require companies to continuously improve their management practices. In addition to ongoing innovation and efficiency, the management of human resources demands serious and competitive attention. One of the main challenges faced by companies in the logistics and manufacturing sectors is creating a work environment that can support employees in achieving optimal performance. This study aims to analyze the influence of Work Protection Programs, Reward Systems, and Job Satisfaction on Employee Performance. The research was designed using a quantitative approach, with data collected through a five-point Likert scale questionnaire distributed to 100 employees systematically selected from a total population of 254. Data analysis was conducted using multiple linear regression with the assistance of SPSS version 26.0, along with classical assumption testing. The results indicate that work protection, reward systems, and job satisfaction simultaneously have a significant effect on employee performance. Partially, job satisfaction has the most dominant and significant influence, followed by work protection programs and reward systems. These findings highlight that enhancing job satisfaction, along with strengthening protection and reward systems for employees, are crucial strategies to improve performance. The practical implication of this study suggests that integrated human resource policies oriented toward employee well-being are highly relevant to be implemented in the logistics and manufacturing sectors to foster organizational productivity and effectiveness.

Keywords: Work Protection, Reward System, Job Satisfaction, Employee Performance

INTRODUCTION

Employee performance is one of the key factors determining a company's success and competitiveness in facing the challenges of globalization and the dynamics of today's industry. Companies are required not only to improve productivity but also to ensure employee well-being and job satisfaction as the main elements in creating a conducive and harmonious work environment. Therefore, various strategic programs and policies, such as Work Protection Programs, Reward Systems, and efforts to enhance Job Satisfaction, have become the primary focus in human resource management. Previous studies (Ramadhani, et al 2024) have shown that these factors are significantly associated with employee performance in different industrial sectors.

Work Protection Programs (WPP) are a set of policies and facilities provided by companies to safeguard employee welfare, safety, and health in the workplace. These programs play a crucial role in preventing work-related accidents and illnesses, as well as in maintaining employees' mental and social well-being. Effective work protection, which encompasses physical, social, and psychological aspects, can enhance employees' sense of security and comfort in carrying out their duties, ultimately leading to improved performance. This finding is supported by previous research (Harendra, 2025), which emphasizes the positive relationship between work protection policies and employee performance.

Reward Systems are mechanisms designed by companies to recognize and motivate employees for their contributions and achievements. Rewards are not limited to financial compensation but also include non-financial forms such as recognition, career development opportunities, and fair promotions (Widodo, 2025). A well-structured reward system can significantly increase employee motivation and loyalty, thereby supporting the achievement of organizational goals. This is consistent with earlier studies that found

reward systems to be a determinant of motivation and performance in organizational settings.

Job Satisfaction, as a psychological variable, acts as a mediator linking work protection programs and reward systems to employee performance. According to Herzberg's Two-Factor Theory, hygiene factors such as work protection and rewards influence job satisfaction, while motivator factors directly enhance employee performance and productivity. Thus, a deeper understanding of the relationship among these three variables is essential for sustainable human resource development. Previous studies have (Anggraini, et al 2023) highlighted job satisfaction as a central factor in improving both individual and organizational performance.

This study is motivated by the importance of these factors within the context of the logistics industry in Indonesia, particularly at PT LOGISTEED Indonesia (East Java), a company focused on providing integrated logistics solutions. The dynamic work environment and complex operational challenges in this sector require the implementation of effective work protection policies and reward systems to improve overall employee satisfaction and performance.

Based on previous studies and theoretical understanding, this research aims to examine the influence of Work Protection Programs, Reward Systems, and Job Satisfaction on Employee Performance at PT LOGISTEED Indonesia (East Java). The findings of this study are expected to provide empirical contributions as well as practical recommendations for the development of human resource management in the logistics industry in Indonesia.

LITERATURE REVIEW

Job Protection

Work protection encompasses physical, social, and mental safeguards provided to employees to ensure the continuity of their work under safe and healthy conditions. According to Mangkunegara (2019), this program aims to enhance employees' sense of security and comfort in the workplace, which ultimately leads to increased productivity. Maslow (1954), in his hierarchy of needs, stated that basic human needs, including the need for safety, must be fulfilled before higher-level needs can be achieved. When companies provide adequate work protection, employees feel secure, which in turn enhances their satisfaction and performance. In this context, organizational theory presented by Robbins and Judge (2024) supports the notion that organizations that pay attention to employee well-being tend to improve performance, as employees feel valued and protected. This theory illustrates the relationship between Work Protection Programs and the enhancement of employee engagement and performance within an organization.

Furthermore, Mangkunegara (2019) also emphasizes that Work Protection Programs serve to strengthen employees' sense of safety and comfort in the workplace, which can lead to higher levels of productivity. The elements of work protection include, among others: 1) Occupational Health and Safety Protection: This is the most fundamental aspect of work protection. It includes the provision of personal protective equipment (PPE), occupational safety training, and adequate medical facilities to prevent workplace accidents or occupational diseases. These efforts aim to create a work environment free from potential physical hazards; 2) Social Protection: Beyond physical protection, companies must also pay attention to employees' social well-being, which includes protection against social risks such as unfair termination or inequality in employee rights. This form of protection may include social security, insurance, and allowances that support employees' long-term welfare; 3) Psychological Protection: Safeguarding employees' mental health is essential to ensure that they feel comfortable and secure in the workplace. This program may involve policies that promote work-life balance, as well as support for stress management and the prevention of excessive workloads. 4) Safety Counseling and Education: Another important

element is providing regular counseling and education related to occupational safety and health, as well as involving employees in relevant training programs. These initiatives are designed to raise employees' awareness of potential workplace hazards and how to avoid them

Sistem Reward

According to Armstrong and Taylor (2023), a Reward System refers to all policies and practices related to providing compensation to employees based on their performance. Hersey and Blanchard (1969) also stated that a well-designed reward system can increase employee motivation and encourage them to achieve better performance. Such a system may take the form of financial incentives, allowances, non-financial recognition, or promotions that focus on reinforcing positive behavior within the organization. Herzberg et al. (2011), through the Two-Factor Motivation Theory, explained that factors such as rewards and positive recognition act as motivators that enhance job satisfaction.

The indicators of the Reward System variable can be observed through several aspects described by Mangkunegara (2017). According to him, the main indicators of a Reward System include appropriate financial compensation, non-financial rewards such as recognition and appreciation, as well as opportunities for career development and promotion. 1) Appropriate Financial Compensation; 2) Non-Financial Rewards; 3) Opportunities for Career Development; 4) Promotion

Job Satisfaction

Job satisfaction refers to employees' positive feelings or contentment toward their work, which arise from their evaluation of various aspects of their job. Robbins and Judge (2024) define job satisfaction as the degree of favorability an individual has toward their job, determined by factors such as working conditions, compensation, and relationships with colleagues. Similarly, Mangkunegara (2019) states that job satisfaction is a reflection of employees' attitudes toward aspects of their work, including social interactions and job-related benefits. The Two-Factor Theory proposed by Herzberg et al. (2017) suggests that job satisfaction is influenced by two main factors: motivator (intrinsic) factors such as achievement and recognition, and hygiene (extrinsic) factors such as salary and working conditions. This theory aligns with Maslow and Lewis' (1987) Hierarchy of Needs, which explains that job satisfaction can be achieved when physiological, safety, social, esteem, and self-actualization needs are fulfilled in the workplace.

Both theories highlight the importance of addressing both intrinsic and extrinsic aspects to create optimal job satisfaction. 1) According to Luthans et al. (2021), the indicators of job satisfaction include; 2) The work itself the extent to which tasks provide challenge and personal fulfillment; 3) Compensation encompassing salary and incentives received by employees; 4) Opportunities for development including training and promotions; 5) Relationships with colleagues such as social support and teamwork; 6) Working conditions covering the physical environment and organizational policies.

Employee Performance

Employee performance is the level of effectiveness of an individual in carrying out the tasks assigned by the company. Performance can be seen as the achievement of individual goals in the work context, which is influenced by ability, motivation, and the work environment. Robbins and Judge (2024) argue that employee performance is the result of the interaction between ability, motivation, and the opportunities provided by the organization to excel. Furthermore, Mangkunegara (2019) emphasizes that employee performance is also influenced by the reward system, which plays a role in enhancing employee motivation and productivity. Optimal performance reflects the integration of individual factors, organizational support, and a conducive work environment.

Theories supporting the employee performance variable are closely related to approaches in motivation and job satisfaction. According to Herzberg et al. (2011), motivational factors

such as recognition and appreciation can improve employee performance, while hygiene factors such as working conditions and compensation prevent dissatisfaction that could negatively affect performance. The indicators of the employee performance variable, as outlined by Mangkunegara (2017), include the achievement of work results, the quality of work produced, and the ability to complete tasks within the required timeframe.

HYPOTHESIS

The Simultaneous Effect of Employee Protection Programs, Reward Systems, and Job Satisfaction on Employee Performance

The simultaneous influence of Work Protection Programs, Reward Systems, and Job Satisfaction on Employee Performance can be understood through interrelated theories. The Work Protection Program includes physical, social, and psychological protection, as well as occupational safety training aimed at creating a safe and comfortable work environment. According to Handoko (2000), work protection involves efforts to prevent workplace accidents and maintain employee well-being. The Reward System also has a significant impact on Employee Performance. For instance, Armstrong and Taylor (2023) define the Reward System as policies and practices designed to recognize individual performance through financial and non-financial incentives. Robbins and Judge (2024) further emphasize that fair and balanced rewards can influence job satisfaction and enhance performance by encouraging employees to achieve higher levels of accomplishment.

In addition, Job Satisfaction plays an equally important role in improving Employee Performance. As Locke (1976) explains, job satisfaction results from the evaluation of various aspects of work, such as the job itself, compensation, and relationships with colleagues. Employees who are satisfied with their jobs tend to be more productive and committed to the organization. Referring to Herzberg's theory (2011), motivational factors such as recognition and rewards can enhance performance, while hygiene factors such as working conditions and compensation help prevent dissatisfaction that could negatively affect performance.

Partial Influence of Job Protection Program, Reward System and Job Satisfaction on Employee Performance

The partial influence of the Work Protection Program on Employee Performance can be observed through the company's efforts to ensure the safety and well-being of employees. This program includes physical, social, and psychological protection, as well as medical facilities that enable employees to work safely and comfortably. According to Handoko (2000), work protection is crucial for preventing workplace accidents and occupational diseases. By providing adequate protection, employees feel more secure, which in turn enhances their performance. Relevant indicators of the Work Protection Program, such as the availability of personal protective equipment (PPE), safety training, and health facilities within the company, play an essential role in supporting employee performance.

The Reward System also has a partial influence on employee performance. Armstrong and Taylor (2023) state that an effective Reward System includes both financial and non-financial rewards provided based on individual performance. A well-structured reward system is expected to motivate employees to improve their performance. This is supported by Herzberg's theory (2011), which argues that motivational factors such as recognition and rewards can enhance performance, while hygiene factors such as working conditions and compensation help reduce dissatisfaction that may hinder performance. In addition, Job Satisfaction has a significant influence on employee performance. Locke (1976) explains that job satisfaction arises from employees' positive evaluation of various aspects of their work, such as the job itself, compensation, relationships with colleagues, and career development opportunities. Employees who are satisfied with their work are more likely to demonstrate higher performance. Indicators of job satisfaction, such as opportunities for

career development and favorable working conditions, contribute to creating optimal employee performance within the organization.

The Dominant Influence of Job Protection Programs, Reward Systems and Job Satisfaction on Employee Performance

According to Locke (1976), job satisfaction arises when employees feel that their work provides values they consider important. This satisfaction plays a crucial role in creating motivation to work better and more productively. Indicators of job satisfaction, such as the alignment of the job with employees' skills, adequate compensation, and positive relationships with colleagues, serve as key factors in enhancing employee performance. Although job satisfaction plays a dominant role, the Reward System also has a significant influence on employee performance. Armstrong and Taylor (2023) state that an effective Reward System, both financial and non-financial, can motivate employees to achieve established goals. Factors such as recognition of achievements, benefits, or promotion opportunities have a strong impact on employee motivation. Hersey and Blanchard (1969) further emphasize that a well-structured Reward System can boost morale and, in turn, improve employee performance.

Meanwhile, the Work Protection Program, although very important in creating a safe and healthy work environment, has a relatively smaller influence compared to job satisfaction and the Reward System in enhancing employee performance. This program includes physical, social, and psychological protection aimed at reducing the risk of workplace accidents or occupational diseases. According to Handoko (2000), work protection is essential to prevent disruptions that may hinder performance; however, its direct impact on employee motivation and productivity is lower when compared to job satisfaction and the Reward System.

Conceptual Framework

This research conceptual framework integrates three main variables expected to influence employee performance at PT LOGISTEED Indonesia: the Job Protection Program, the Reward System, and Job Satisfaction. The Job Protection Program refers to policies implemented by the company to ensure employee safety, health, and well-being, which in turn can impact performance. This conceptual framework illustrates the interplay between these three variables in creating a productive and high-performance work environment. The conceptual framework in this research can be formulated as shown in Figure 1 below:

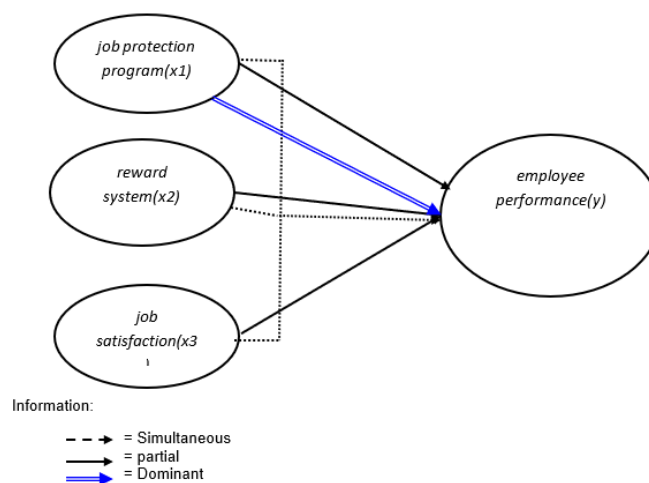


Figure 1. Conceptual Framework
Source: Processed Data (2025)

Hypotheses

Based on previous theoretical and empirical studies, the following hypotheses are formulated: H1: The Work Protection Program, Reward System, and Job Satisfaction simultaneously have a significant effect on Employee Performance. H2: The Work Protection Program, Reward System, and Job Satisfaction partially have a significant effect on Employee Performance. H3: Job Satisfaction has a dominant influence on Employee Performance.

METHOD

This research was conducted at PT LOGISTEED Indonesia (East Java), which operates in the logistics and manufacturing industry and has a complex workforce management system in implementing the Work Protection Program, Reward System, Job Satisfaction, and Performance improvement. The type of research used is non-experimental correlational observational research with an explanatory approach, as it aims to develop and test theories by providing causal explanations of phenomena, specifically to examine the influence of the Work Protection Program, Reward System, and Job Satisfaction on Employee Performance.

The research data consists of employees' perceptions, which are qualitative in nature but quantified using a 5-point Likert Scale, ranging from "strongly agree" to "strongly disagree." The data source is primary data, collected directly from respondents through a questionnaire distributed as the main research instrument. The population in this study consists of 254 employees, from which a sample of 100 respondents was determined using the Slovin formula. The sampling method used is Systematic Sampling, where the sampling interval (k) is calculated by dividing the population size (N) by the sample size (n), resulting in $k = 254/100 = 2.54$ (rounded to 3). This means every 3rd employee on the population list was selected as a respondent. The starting point was chosen randomly between 1 and 3. For instance, if the starting point was employee number 2, then the sample consisted of employee numbers 2, 5, 8, 11, and so on until 100 respondents were obtained.

The variables in this study were measured using several indicators: the Work Protection Program (4 indicators), Reward System (4 indicators), Job Satisfaction (4 indicators), and Employee Performance (5 indicators). After data collection, an Instrument Test was conducted, including the Classical Assumption Test, Multicollinearity Test, Heteroscedasticity Test, Autocorrelation Test, and Normality Test. Furthermore, Descriptive Analysis was employed to assess respondents' average perceptions of all variables and indicators studied, followed by Multiple Linear Regression Analysis to examine the relationships and effects between variables.

RESULT

Respondent Characteristics

The characteristics of the 100 respondents, consisting of non-priority employees of PT LOGISTEED Indonesia (East Java), are categorized based on gender, age, and educational background. These characteristics are presented in Table 1. Based on Table 1, it can be seen that in terms of gender, the majority of respondents are male, totaling 72 individuals or 72% of the sample. Meanwhile, female respondents account for 28 individuals or 28% of the total. This finding reflects that the workforce composition at PT LOGISTEED Indonesia (East Java), particularly within the non-priority work units, is predominantly male. This is consistent with the characteristics of the logistics and manufacturing industry, which generally requires physical and operational labor that tends to involve more men than women.

With regard to age, the largest group of respondents 47 individuals or 47% of the total falls within the 25–34 year age range. Furthermore, 28% of respondents are between 35–44 years old, 18% are under 24 years old, and only 7% are above 45 years old. These results

indicate that the majority of employees in this company are in their early to mid-productive age.

In terms of educational background, most respondents are graduates of Senior High School (SLTA), accounting for 64 individuals or 64% of the total. Meanwhile, 17% completed Junior High School (SLTP), 12% are university graduates, 6% completed Elementary School (SD), and the remaining 1% fall into the "other" category. These findings suggest that the non-priority workforce at PT LOGISTEED Indonesia is dominated by secondary school graduates, which is generally aligned with the technical and operational nature of the job demands.

Table 1. Respondent Characteristics

No	Gender	Frequency (f)	Presentation
1.	Man	72	72%
2.	Male	28	28%
Age			
No	Age	Frequency (f)	Presentation
1.	< 24 age	18	18%
2.	25-34 age	47	47%
3.	35-44 age	28	28%
4.	> 45 age	7	7%
Education			
No	Education	Frequency (f)	Presentation
1.	bachelor	12	12%
2.	senior high school	64	64%
3.	junior high school	17	17%
4.	elementary school	6	6%
5.	etc	1	1%
Amount		100	100 %

Source: Processed Data (2025)

Instrument Testing Results

Validity Test Results

The results of the validity test in this study are presented in Table 2 as follows. Based on Table 2, all items in the Job Protection Program (X1), Reward System (X2), Job Satisfaction (X3), and Employee Performance (Y) variables are declared valid because they have a correlation value between 0.765 and 0.910 and a significance value of 0.000 which is smaller than 0.05. The reliability test used is Cronbach's alpha (α). If alpha (α) is smaller than 0.6, it is declared unreliable, and if it is greater than 0.6, it is declared reliable. The test results can be seen in Table 3.

Based on Table 3, all variables in this study showed Cronbach's Alpha values above 0.8, namely the Job Protection Program (X1) of 0.913, the Reward System (X2) of 0.894, Job Satisfaction (X3) of 0.898, and Employee Performance (Y) of 0.903. These values far exceed the minimum reliability limit of 0.6, so all instruments are declared reliable.

Table 2. Validity Test Results

Variable	Item	Correlation Value	Significance Value	Infor
Job Protection Program (X1)	X1,1	0,786	0,000	Valid
	X1,2	0,859	0,000	Valid
	X1,3	0,910	0,000	Valid
	X1,4	0,888	0,000	Valid
	X1,5	0,867	0,000	Valid
Rewards System (X2)	X2,1	0,870	0,000	Valid
	X2,2	0,874	0,000	Valid
	X2,3	0,891	0,000	Valid
	X2,4	0,788	0,000	Valid
	X2,5	0,765	0,000	Valid
Job satisfaction (X3)	X3,1	0,881	0,000	Valid
	X3,2	0,848	0,000	Valid
	X3,3	0,885	0,000	Valid
	X3,4	0,835	0,000	Valid
	X3,5	0,774	0,000	Valid
Employee performance (Y)	Y1	0,897	0,000	Valid
	Y2	0,825	0,000	Valid
	Y3	0,909	0,000	Valid
	Y4	0,816	0,000	Valid
	Y5	0,839	0,000	Valid

Source: Processed Data (2025)

Table 3. Variable Reliability Test Results

Item	Cronbach alpha	r limit	Information
Job Protection Program (X1)	0,913	0,6	Reliabel
Rewards System (X2)	0,894	0,6	Reliabel
Job satisfaction (X3)	0,898	0,6	Reliabel
Employee performance (Y)	0,903	0,6	Reliabel

Source: Processed Data (2025)

Data Analysis Results**Multicollinearity Test**

The results of the multicollinearity test on the operational variables analyzed in this study are presented in Table 4 as follows. Based on Table 4, the results of the multicollinearity test indicate that all independent variables in this study do not experience symptoms of multicollinearity. This is evidenced by the Tolerance value of each variable being above the minimum limit of 0.10, namely the Job Protection Program (X1) of 0.764, the Reward System (X2) of 0.630, and Job Satisfaction (X3) of 0.571. In addition, the Variance Inflation Factor (VIF) values for all variables are also below the threshold of 10, namely X1 of 1.309; X2 of 1.588; and X3 of 1.750.

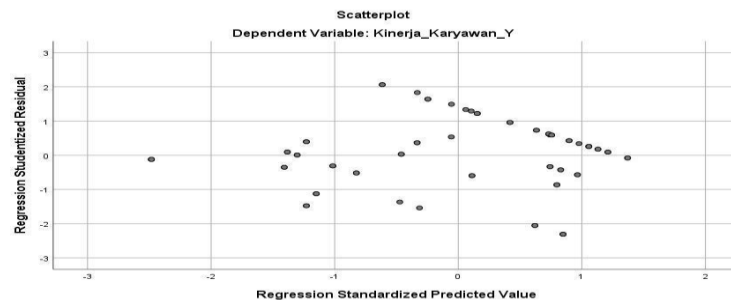
Table 4. Multicollinearity Test Results

Independent Variable	Tolerance Value	VIF value	Information
Job Protection Program (X1)	.764	1.309	Non Multikolinieritas
Rewards System (X2)	.630	1.588	Non Multikolinieritas
Job satisfaction (X3)	.571	1.750	Non Multikolinieritas

Source: Processed Data (2025)

Heteroscedasticity Test Results

To determine whether there is a symptom of heteroscedasticity, a heteroscedasticity graph is used between the predicted values of the dependent variable and the independent variable. The results of the heteroscedasticity test in Figure 4.1 regarding scatterplots show that the points are randomly distributed and spread both above and below the number 0 and the Y axis, it is concluded that there is no heteroscedasticity in the regression model, so the regression model is suitable for use in conducting tests.

**Figure 2. Heteroscedasticity Test Results**

Source: Processed Data (2025)

Autocorrelation Test

To test for the presence or absence of autocorrelation, the Durbin-Watson test was conducted. The results of the autocorrelation test on the operational variables analyzed in this study are presented in Table 5 as follows. Based on Table 5, the results of the autocorrelation test using the Durbin-Watson (DW) value show a figure of 1.479. This value is between the range of 1.21 to 1.65, which according to the interpretation provisions is still in the "cannot be concluded with certainty" region of autocorrelation. However, this value does not yet indicate a significant positive or negative autocorrelation because it is still close to the lower limit of the safe zone (1.65–2.35). Therefore, the regression model in this study can generally be said to not experience substantial disturbing autocorrelation, although caution is still needed in further interpretation. In addition, the R value of 0.684 indicates a fairly strong relationship between the independent variables and Employee Performance, with a contribution of 46.8% in explaining the variation of the dependent variable, as indicated by the R Square value.

Table 5. Autocorrelation Test Results

Mode I	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.684 ^a	.468	.451	1.92064	1.479

Source: Processed Data (2025)

Normality Test

A normality test for the regression model was performed to verify the existence of a true regression line between the dependent variable and each independent variable. The results of the normality test in Figure 3 below indicate that the data studied is normally distributed, as evidenced by the points lying around the straight line.

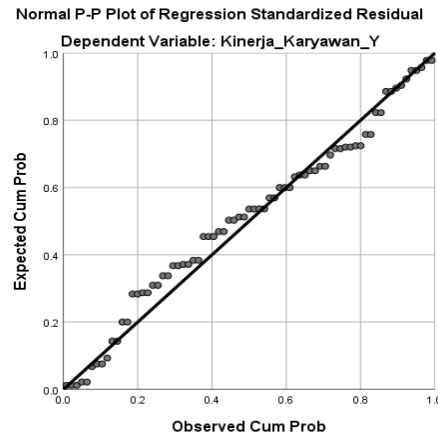


Figure 3. Normality Test
Source: Processed Data (2025)

Regression Analysis Results

The results of the multiple linear regression analysis that have been processed using the SPSS version 26.0 program, can be obtained the following data (Table 6). Based on the research data collected for both the independent variables of the Job Protection Program (X1), Reward System (X2) and Job Satisfaction (X3) as well as the dependent variable of Employee Performance (Y) which were processed using SPSS version 26 for Windows, the calculation was obtained as above with the following equation (i).

$$Y = 7,725 + 0,200X1 + 0,174X2 + 0,353X3 + \epsilon \quad (i)$$

The above equation is explained as follows: $a = 7.725$ is a constant value. If the values of the Job Protection Program (X1), Reward System (X2), and Job Satisfaction (X3) are assumed to be 0, then the value of Employee Performance (Y) is 7.725. $b_1 = 0.200$, meaning that the Job Protection Program (X1) variable has a positive effect on Employee Performance (Y). If the Job Protection Program (X1) variable increases by 1 unit, then the Employee Performance (Y) variable will increase by 0.200, assuming the Reward System (X2) and Job Satisfaction (X3) variables are constant. $b_2 = 0.174$, meaning that the Reward System (X2) variable has a positive effect on Employee Performance (Y). If the Reward System (X2) variable increases by 1 unit, then the Employee Performance (Y) variable will increase by 0.174, assuming the Job Protection Program (X1) and Job Satisfaction (X3) variables are constant. $b_3 = 0.353$, meaning that the Job Satisfaction (X3) variable has a positive effect on Employee Performance. For Employee (Y), if the Job Satisfaction Variable (X3) increases by 1 unit, then the Employee Performance Variable (Y) will increase by 0.353, assuming the Job Protection Program Variable (X1) and the Reward System Variable (X2) remain constant.

To determine the simultaneous effect of the Job Protection Program, Reward System, and Job Satisfaction Variables on Employee Performance, the Model Summary calculation results, specifically the R-square value, are shown in Table 7. The value of Adjusted R square (R^2) is 0.518. This value is used to determine the influence of Job Protection Program, Reward System, and Job Satisfaction on Employee Performance. This means

that the influence of Job Protection Program (X1), Reward System (X2), and Job Satisfaction (X3) on Employee Performance (Y) simultaneously is 51.8%. While the remaining 48.2% (100% - 51.8%) is influenced by other variables outside this model, such as work motivation, leadership, organizational culture, work environment, employee competence, leadership communication style, training and development, stress management, and organizational justice.

Table 6. t-Test Results (Multiple Linear Regression Results)

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,725	1,530		5,049	0,000
	Job Protection Program (X1)	0,200	0,062	0,256	3,213	0,002
	Rewards System (X2)	0,174	0,076	0,202	2,300	0,024
	Job satisfaction (X3)	0,353	0,076	0,426	4,615	0,000

Source: Processed Data (2025)

Table 7. Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.730 ^a	0,533	0,518	1,75276	1,719

Source: Processed Data (2025)

Hipotesis Test

Simultaneous testing aims to measure the magnitude of the influence of independent variables simultaneously on the dependent variable. The test results can be seen in Table 8 below:

Table 8. F Test Results (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	336.712	3	112.237	36.534	.000b
Residual	294.928	96	3.072		
Total	631.640	99			

Source: Processed Data (2025)

The analysis of variance (ANOVA) table displays the results of the F test that can be used to test the model whether the Job Protection Program variable (X1), the Reward System Variable (X2) and the Job Satisfaction Variable (X3) have a simultaneous effect on the Employee Performance variable (Y). From the table above, a significance value of 0.000 is obtained with a calculated F of 36534.000 where the significance value is smaller than $\alpha = 5\%$ ($0.000 < 0.05$) meaning that there is a match between the model and the data. So it can be explained that the Job Protection Program, Reward System and Job Satisfaction Variables have a simultaneous and significant effect on the Employee Performance Variable.

Results of the Second Hypothesis Test

Partial testing is intended to determine whether there is an influence between the independent variables individually and the dependent variable. This can be explained as follows: 1) The Effect of the Work Protection Program Variable (X1) on Employee Performance (Y). The results of the t-test (Multiple Linear Regression Analysis) show that the significance value of the Work Protection Program variable (X1) is 0.002 with a t-value of 3.213. Since the significance value is smaller than α ($0.002 < 0.05$), it can be explained that the Work Protection Program (X1) has a positive and significant effect on Employee Performance (Y). The magnitude of this effect is 0.256 or 25.6%, as indicated by the Standardized Coefficient β obtained in the study; 2) The Effect of the Reward System Variable (X2) on Employee Performance (Y). The results of the t-test (Multiple Linear Regression Analysis) show that the significance value of the Reward System variable (X2) is 0.024 with a t-value of 2.300. Since the significance value is smaller than α ($0.024 < 0.05$), it can be explained that the Reward System (X2) has a positive and significant effect on Employee Performance (Y). The magnitude of this effect is 0.202 or 20.2%, as indicated by the Standardized Coefficient β obtained in the study. 3) The Effect of the Job Satisfaction Variable (X3) on Employee Performance (Y). The results of the t-test (Multiple Linear Regression Analysis) show that the significance value of the Job Satisfaction variable (X3) is 0.000 with a t-value of 4.615. Since the significance value is smaller than α ($0.000 < 0.05$), it can be explained that Job Satisfaction (X3) has a positive and significant effect on Employee Performance (Y). The magnitude of this effect is 0.426 or 42.6%, as indicated by the Standardized Coefficient β obtained in the study.

Results of the Third Hypothesis Test

To test the third hypothesis, the comparison was made using the Standardized Coefficients β values among the independent variables. The regression results show that the Job Satisfaction variable (X3) has the largest and most dominant positive effect. This indicates that Job Satisfaction (X3) is the variable that most strongly influences the dependent variable, Employee Performance (Y).

Based on Table 6, it is evident that the Work Protection Program, Reward System, and Job Satisfaction are able to substantially explain variations in employee performance. These findings support organizational behavior theory, which states that the interaction between adequate work protection, a fair reward system, and a high level of job satisfaction will create a conducive work environment for performance improvement. The practical implication of this result is the importance for companies to establish policies that focus not only on productivity but also on employee well-being and overall job satisfaction. This study reinforces the findings of Imam & Javed (2019) and Muhammad & Mutmainah (2020), who emphasized that job security, reward systems, and job satisfaction contribute significantly to performance improvement. However, these results partially contradict the findings of Rizky et al. (2023), who argued that job satisfaction does not affect performance, indicating that organizational context and local work culture influence the strength of relationships among variables.

Furthermore, the results of this study have important theoretical implications. They not only strengthen classical relations within the Employee Performance model but also indicate that the three factors are synergistic and should not be viewed in isolation. This supports the systems approach in human resource management, which argues that the interaction between employment policies (such as rewards and work protection) must be managed in an integrated manner for maximum impact. On the practical side, logistics companies such as PT LOGISTEED Indonesia can use these findings as the basis for strengthening internal policies to optimize workforce performance through job protection guarantees, fair reward systems, and enhanced job satisfaction.

Individually, the Work Protection Program, Reward System, and Job Satisfaction also show a positive and significant effect on Employee Performance. These findings are consistent with the studies of Imam & Javed (2019) and Rahmawati et al. (2021), who found that job satisfaction and reward systems are significant factors influencing employee output. However, the results do not support Rizky et al. (2023), who reported that job satisfaction has no significant effect on performance. In the context of PT LOGISTEED Indonesia, a company with high work pressure and complex operational processes, job satisfaction is actually a key pillar in maintaining productivity. This emphasizes that the relationships among variables are highly contextual and influenced by organizational culture, management systems, and the nature of work and workforce characteristics. The strategic implication of these findings is the need for a holistic HRM approach, integrating incentive systems, work protection, and the design of a work climate that supports mental well-being. However, since this study was limited to a single company and employed a purely quantitative approach, generalizations must be made cautiously. Further research using mixed methods or comparative studies across industries is highly recommended to broaden both theoretical and practical understanding of the factors influencing performance in various work contexts.

Finally, Job Satisfaction is confirmed as the dominant factor influencing Employee Performance. This finding underscores that job satisfaction is a key element in driving employee productivity and performance, outweighing rewards and work protection. The results also support Herzberg's Two-Factor Theory, which posits that job satisfaction is a motivational factor that directly drives performance improvement, particularly when employees feel intrinsically fulfilled by their work.

However, this differs from previous findings, as proposed by Sari & Nugroho (2020) and predictions from Skinner's Reinforcement Theory, where the Reward System is considered the primary driver of work behavior. Practically, these findings provide strategic direction for HR management to focus more on creating a work climate that supports satisfaction such as interpersonal relationships, task clarity, career development, and non-material rewards while maintaining a proper Reward System and job protection. These findings also indicate that the dominant factors affecting Employee Performance are highly contextual, depending on organizational conditions, industry type, and employee expectations of their work.

CONCLUSION

Based on the results of the analysis, it can be concluded that the Work Protection Program, Reward System, and Job Satisfaction both when implemented simultaneously and partially have a significant influence on Employee Performance. Among these, Job Satisfaction exerts the most dominant effect on employee performance. This finding highlights that enhancing job satisfaction, alongside strengthening work protection and reward systems, serves as a key strategy in improving performance. The practical implication of this result indicates that integrated human resource policies oriented toward employee well-being are highly relevant to be applied in the logistics and manufacturing sectors to drive productivity and organizational effectiveness.

Therefore, management is advised to further optimize the implementation of a Reward System that is fair, transparent, and performance-based. Rewards should not only be financial, such as bonuses or incentives, but also non-financial, including recognition of achievements, career advancement, or personal development training. Such strategies are expected to motivate employees to increase productivity and support the sustainable achievement of organizational goals. For a more comprehensive understanding, future researchers are recommended to include additional variables such as leadership, organizational culture, or work-life balance.

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