

# The Effect of Motivation and Reward on Performance with Commitment as a Mediation Variable At Employeeson Bumn Bank In Bandar Lampung

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**Abstract** —Castro et al (2016) identified several factors that influence performance. These factors include motivation, commitment and reward. The independent variables in this study were motivation (X1) and reward (X2). The mediating variable in this study is commitment (M). The dependent variable in this study is employee performance (Y). The population in this study were all employees of the BUMN Bank Office in Bandar Lampung. A total of 8933 people. Based on the Lemeshow method, the minimum number of respondents in this calculation is 113 people with a 95% confidence level. The measurement scale uses a Likert scale. This research uses data analysis method using SmartPLS software. The measurement model is used to test the validity and reliability. While the structural model is used to test causality/theory. This study aims to determine the effect of motivation on performance, the effect of rewards on performance, the effect of performance motivation after being mediated by commitment, and the effect of performance rewards after being mediated by commitment. The result of this research is that motivation has a positive and significant effect on performance. reward has a positive and significant effect on performance. the commitment variable as an intervening variable is not able to mediate motivation on performance, and the commitment variable as an intervening variable is able to mediate rewards on performance.

**Keywords** - Reward, Motivation, Komitment, performance

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## I. INTRODUCTION

Improvement of human resources must be considered for every organization so that its goals are achieved. To achieve this goal, it is necessary to have a passion and enthusiasm for work that must be owned by every individual in it. With high enthusiasm and enthusiasm for work, the work given will be easy and fast to complete so as to increase work efficiency which in the end the resulting work performance will increase. But if the opposite happens, the organizational goals will be difficult to achieve (Gibson et al; 2016).

The same thing is also required for employees at state-owned banks, namely working well and showing commitment to achieving company goals. State-owned banks in Indonesia consist of Bank Mandiri, Bank Rakyat Indonesia (BRI), Bank Negara Indonesia (BNI), Bank Tabungan Negara (BTN) and Bank Syariah Indonesia (BSI). These five state-owned banks and one state-owned subsidiary bank have branch offices in Bandar Lampung.

The SOE Bank's reward policy refers to the Regulation of the Minister of SOE PER-06/MBU/06/2018 dated June 04 2018, regarding Guidelines for Determining the Income of Directors, Board of Commissioners, Supervisory Board of State-Owned Enterprises and Employees. This reward is expected to be able to increase commitment for employees to achieve good performance. Rewards for Bank employees BUMN set as follows:

1. Remuneration is given based on the rules stipulated in each State-Owned Enterprise.
2. Annual salary adjustment, Holiday Allowance (THR), annual leave allowance, and major leave pay for each 3 (three) year period of service.
3. Health facilities for employees and their family members, including insurance for inpatient, outpatient, childbirth, dental care, general check-up, eyeglasses, as well as pension health programs.
4. Location Allowance, Certain Position Allowance, appearance allowance for frontliner employees, overtime compensation, performance achievement bonus, sales incentives.
5. Official facilities include official housing, reimbursement of utilities costs, telephone credit, and rental official vehicles.

Motivational factors are factors that affect employee commitment (Castro et al; 2016). The motivational factors for BUMN Bank employees other than acceptable salaries are:

1. Quarterly bonus, based on a quarterly assessment if the target is reached, the employee will be given a quarterly bonus
2. Annual bonus
3. Leave money
4. Holiday allowance

This bonus is expected to be able to influence the motivation of BUMN Bank employees so that it has an impact on performance.

According to Robbins and Judge (2015) a person's commitment is where an individual sided with the organization, its goals and the desire to maintain its membership. If the employee is committed, there will be a sense of belonging to the company and if the employee is committed, it will facilitate the achievement of employee performance. At the beginning of work, employees of BUMN Banks sign a work contract as an effort to increase their commitment and motivation to achieve the BUMN Bank's revenue target.

Castro et al (2016) identified several factors that influence performance. These factors include: motivation, commitment and reward. Research conducted by Castro et al (2016) is interesting because it produces different effects of each variable on employee performance.

A positive influence occurs on the influence of motivation on performance with commitment as a mediating variable. In the research of HeruSusilo (2015) stated that motivational and hygienic factors have a significant effect on organizational commitment. The higher the motivation felt by employees, the higher the level of commitment possessed by employees.

On other variables, the research of Castro et al (2016) obtained different results from the research results of HeruSusilo (2015) which suggested that work motivation had a significant positive effect on work commitment. Castro et al (2016) found that motivation did not have a significant effect on commitment. This is interesting to be re-examined because in theory motivation should have a positive effect on commitment (Robbins and Judge; 2018).

Based on the results of the research conducted, producing different effects, the researchers are interested in conducting repeated research on the effect of motivation and reward on performance with commitment as a mediating variable.

Based on the formulation of the problem, this study aims to determine:

1. The effect of motivation on performance
2. Effect of reward on performance
3. The effect of performance rewards after being mediated by commitment
4. The effect of performance motivation after being mediated by commitment

## **II. LITERATURE REVIEW**

Motivation starts from motive, motivation and work motivation. Castro et al (2016) argues that motive is defined as a tendency to move, starting from an inner drive (drive) and ending with adjustment. Adjustment is said to satisfy motives.

William J. Stanton (Armstrong, 2009) defines that the motive is a stimulated need that is oriented towards individual goals in achieving satisfaction. Motivation as a condition that moves people towards a certain goal. (Casto et al (2016))

Based on the opinions of the experts above, it can be concluded that the motive is an impulse that needs to be fulfilled within the company that the company needs to be able to adapt to its environment, while motivation is a condition that moves the company to be able to achieve the goals of its motives. While motivation is said to be energy to generate drive in oneself (drive arousal). In relation to the work environment (Casto et al (2016)) suggests that work motivation is defined as a condition that influences generating, directing and maintaining behavior related to the work environment.

A person's motivation to work depends on the reward he receives and the punishment he will experience later (Castro et al; 2016). Reinforcement is anything that a leader uses to enhance or maintain an individual's specific response. So according to this theory, a person's motivation to work depends on the rewards he receives and the consequences he will experience later. This theory states that a person's future behavior is shaped by the consequences of his current behavior.

Castro et al (2016) argue that motivation to work is the result of expectancy times instrumentality, times valence. This multiplicative relationship means that the motivational attractiveness of a particular job path is greatly reduced when any of the following: expectancy, instrumentality, or valence is close to zero. On the other hand, for a given reward to have a high and positive motivational impact, as a result of work, the expectancy, instrumentality, and valence associated with that reward are high and positive.

Reward is an exchange (award) given by a company or service that is given an award, which is broadly divided into two categories, namely: (a) salary, benefits, vacation; (b) promotions and positions, bonuses, promotions, symbols (stars) and attractive assignments. An effective system for providing rewards to employees

must: (a) meet the needs of the company; (b) compared to reward from other company; (c) distributed fairly and fairly; (d) can be provided in various forms; (e) associated with achievement. (Castro et al;2016)

According to Gibson et al (2012) organizational commitment is a feeling of identification, loyalty, and involvement expressed by employees towards the organization or units within the organization. Gibson et al (2012) further explained that organizational commitment is the feelings, attitudes, and behavior of individuals who identify themselves as part of the organization, are involved in the process of organizational activities and are loyal to the organization in achieving organizational goals.

Gibson et al (2012) divide organizational commitment into three dimensions, including:

1. Affective commitment

Affective commitment refers to the emotional attachment, identification and involvement of an employee in an organization. A person's affective commitment will be stronger if his experience in an organization is consistent with expectations and satisfies his basic needs and vice versa. Affective commitment shows a person's strong desire to continue working for an organization because he does agree with the organization and wants to do so. Employees who have a strong affective commitment stay with the company because they want to work for the company.

2. Continuous commitment

Continuing commitment is based on the costs associated with leaving an employee from the organization. This may be due to lost promotions. The concept of side-bets orientation which emphasizes the contribution of a person which at any time can be lost if that person leaves the organization. The act of leaving an organization is risky because people are afraid of losing the contribution they made to the organization and realize that they are unlikely to find a replacement.

3. Normative commitment

Normative commitment relates to feeling obliged to remain in the organization because it has to be so and it is the right thing to do.

Robbins and Judge (2018), stated that performance is the translation of "performance", which means action, execution of work, work performance, efficient implementation. Performance is defined as the record of outcomes produced on a specific job function or activity during a specific time period. This means that performance is defined as a record of the outcomes resulting from a certain activity, during a certain period of time. From this brief understanding, it can be concluded that what is meant by performance includes two main things:

1. Ability to demonstrate working mechanism in accordance with applicable regulations, and

2. The resulting product.

### **A. Hypothesis**

The development of hypotheses in this study was prepared based on the framework of the influence between variables, theories and results of previous studies to answer the objectives of this study. Some of these hypotheses include:

1. Motivation has a positive effect on performance

Motivation is a complex problem in organizations, because the needs and desires of each member of the organization are different from one another. This is different because each member of an organization is unique biologically and psychologically, and develops on the basis of a different learning process (Robbins and Judge; 2010).

Motivation is defined by Fillmore H. Stanford (Amar;2004) that motivation is a condition that moves people towards a certain goal. When an employee feels that the person concerned has a strong motivation, the impact will increase the performance of the person concerned in the organization. In the research of HeruSusilo (2015) stated that motivational and hygienic factors have a significant positive effect on employee performance. These results are reinforced by the results of research conducted by Castro et al in Mexico (2016), the first hypothesis is formulated as follows:

**H1 : Motivation has a positive effect on performance**

2. Reward has a positive effect on performance:

Motivation arises because of a need and therefore the action is directed towards the achievement of certain goals which is ultimately referred to as employee performance, so that positive results of motivation on performance will appear.

Buech et al (2010) stated that rewards have a critical role in determining an organization's ability to attract employees to display their potential and maintain good performance to achieve the best level of performance. In his research, Nnaji-Ihedinmah (2015), Thus the second hypothesis of this study is:

**H2 : Reward has a positive effect on performance**

3. Reward effect on performance is mediated by commitment.

Reward has a broad meaning and is not only focused on finance. Amar and Hlupic (2016) emphasize that rewards do not only include quantitative elements such as salaries, wages, etc., but also other non-monetary

elements, such as opportunities to carry out greater responsibilities, career opportunities, opportunities to learn and develop, decent quality of life in the organization and others.

Buech et al (2010) stated that rewards have a critical role in determining an organization's ability to attract employees to display their potential and maintain good performance to achieve the best level of performance. In accordance with previous researchers conducted by Tangkuman, et al (2015) with the research title Effect of Performance Assessment, Reward, Punishment on Employee Performance at PT. Pertamina with the results of reward research has a positive and significant effect on employee performance. Employee performance

Buech et al (2010) in their research produced the commitment variable as an intervening variable for rewards in influencing performance. Buech et al (2010) get a significant positive effect of the commitment variable on performance.

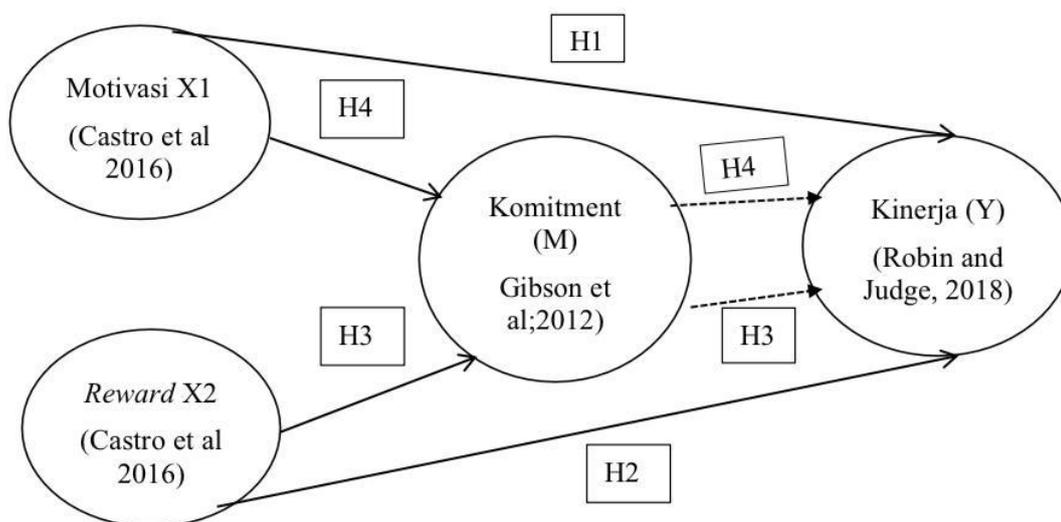
**H3: Reward effect on performance is mediated by commitment.**

4. Motivation has an effect on performance mediated by commitment.

In a previous study conducted by (Ballian 2020) which stated that rewards have a positive influence on performance through organizational commitment. Meanwhile, in a study conducted by Martin (2020) where there is no direct effect of reward on employee performance through organizational commitment where motivation does not increase its influence if it is added to the commitment factor. Therefore, the fourth hypothesis of this study is:

**H4: Motivation has an effect on performance mediated by commitment.**

Based on the description of the development of the hypothesis, this study replicates the research conducted by Buech et al (2010) but is adjusted to the variables and research objects, namely employees of state-owned banks.



### III. RESEARCH METHOD

This research includes explanatory research because this study intends to explain the causal relationship between variables through hypothesis testing. The type of data used in this study is self-report data, which is the opinion, attitude, experience and characteristics of a respondent. Taking data from the results of the respondents' answers to the questionnaires that have been distributed. The data used in this study are primary and secondary data. The data collection method in this research is quantitative. Collecting data by using questionnaires and observing the work environment as well as literature study. The population in this study were all employees of the BUMN BANK Office in Bandar Lampung. Based on the Lemeshow method, the minimum number of respondents in this calculation is 113 people with a 95% confidence level and will be divided based on the number of proportions in each state-owned bank.

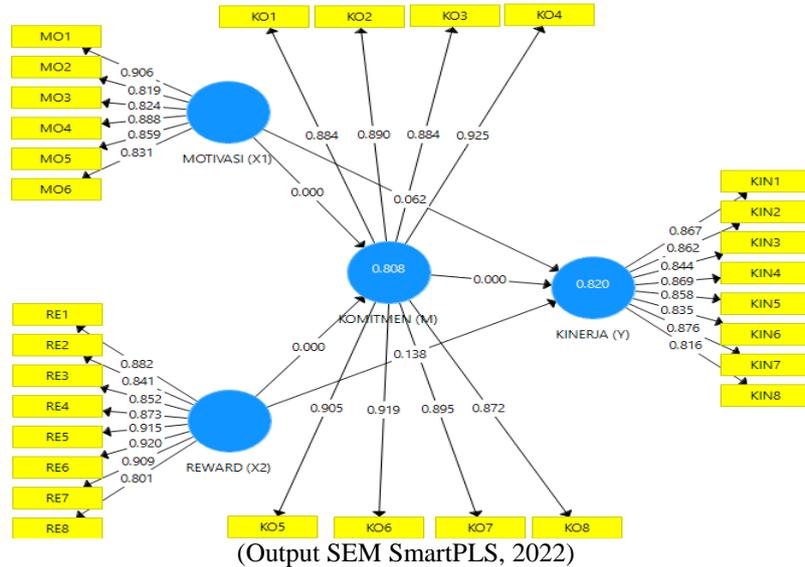
This research has independent variables and dependent variables. The independent variables in this study are Motivation (X1) and Reward (X2). The mediating variable in this study is Commitment (M). The dependent variable in this study is employee performance (Y). This research uses data analysis method using *SmartPLS software*, which is run with computer media. Where PLS is a *Structural Equation Modeling (SEM)* equation model that can simultaneously test the Measurement model as well as test the Structural model.

IV. RESULTS AND DISCUSSION

A. Analisis Data Outer Model PLS

The analysis of the outer model in which there is a discussion of *Convergent Validity*, *Discriminant Validity* and *Composite Reliability*.

Image 4.1 Outer Model Partial Least Square



(Kinerja : performance, Motivasi : Motivation)

a. Convergent Validity

**Convergent Validity**, the measure of the validity of the indicator seen from the *loading factor value* above 0.7 is a valid indicator

Tabel 4.1 Outer Loading Factor

Indicator	PER (Y)	COM (M)	MOT (X1)	REW (X2)
PER1	0.867			
PER2	0.862			
PER3	0.844			
PER4	0.869			
PER5	0.858			
PER6	0.835			
PER7	0.876			
PER8	0.816			
COM1		0.884		
COM2		0.890		
COM3		0.884		
COM4		0.925		
COM5		0.905		
COM6		0.919		
COM7		0.895		
COM8		0.872		
MO1			0.906	
MO2			0.819	
MO3			0.824	
MO4			0.888	

MO5			0.859	
MO6			0.831	
RE1				0.882
RE2				0.841
RE3				0.852
RE4				0.873
RE5				0.915
RE6				0.920
RE7				0.909
RE8				0.801

(Output SEM SmartPLS, 2022)

The table shows the value of outer loading > 0.7 which means it is valid.

**b. Discriminant Validity**

**Discriminant Validity**, using the value of *cross loading* where if the indicator value is greater than other indicators.

**Table 4.2 cross loading Discriminant Validity**  
*Indicator*    **PER (Y)**    **COM (M)**    **MOT (X1)**    **REW (X2)**

PER1	<b>0.867</b>	0.728	0.701	0.819
PER2	<b>0.862</b>	0.718	0.687	0.810
PER3	<b>0.844</b>	0.675	0.714	0.725
PER4	<b>0.869</b>	0.686	0.728	0.762
PER5	<b>0.858</b>	0.719	0.697	0.734
PER6	<b>0.835</b>	0.740	0.718	0.744
PER7	<b>0.876</b>	0.766	0.697	0.771
PER8	<b>0.816</b>	0.771	0.713	0.737
COM1	0.724	<b>0.884</b>	0.727	0.753
COM2	0.765	<b>0.890</b>	0.812	0.840
COM3	0.711	<b>0.884</b>	0.712	0.757
COM4	0.762	<b>0.925</b>	0.771	0.815
COM5	0.791	<b>0.905</b>	0.759	0.794
COM6	0.800	<b>0.919</b>	0.749	0.823
COM7	0.806	<b>0.895</b>	0.793	0.817
VOM8	0.735	<b>0.872</b>	0.711	0.764
MO1	0.738	0.736	<b>0.906</b>	0.771
MO2	0.720	0.742	<b>0.819</b>	0.763
MO3	0.688	0.731	<b>0.824</b>	0.735
MO4	0.741	0.726	<b>0.888</b>	0.757
MO5	0.683	0.681	<b>0.859</b>	0.726
MO6	0.672	0.699	<b>0.831</b>	0.702
RE1	0.770	0.802	0.743	<b>0.882</b>
RE2	0.745	0.706	0.737	<b>0.841</b>
RE3	0.743	0.734	0.758	<b>0.852</b>
RE4	0.800	0.821	0.800	<b>0.873</b>
RE5	0.821	0.814	0.770	<b>0.915</b>

RE6	0.831	0.824	0.774	<b>0.920</b>
RE7	0.828	0.829	0.806	<b>0.909</b>
RE8	0.716	0.664	0.693	<b>0.801</b>

(Output SEM SmartPLS, 2022)

In table 4.2 the *cross loadings* value of all indicators on the variable is greater than the other indicators, so it is valid in compiling each variable.

**c. Composite Reliability**

**Composite Reliability**, used in the measurement, by looking at *Cronbach's alpha and composite reliability* with a cut-off value of 0.7.

**Tabel 4.3 Cronbach Alpha's & Composite Reliability**

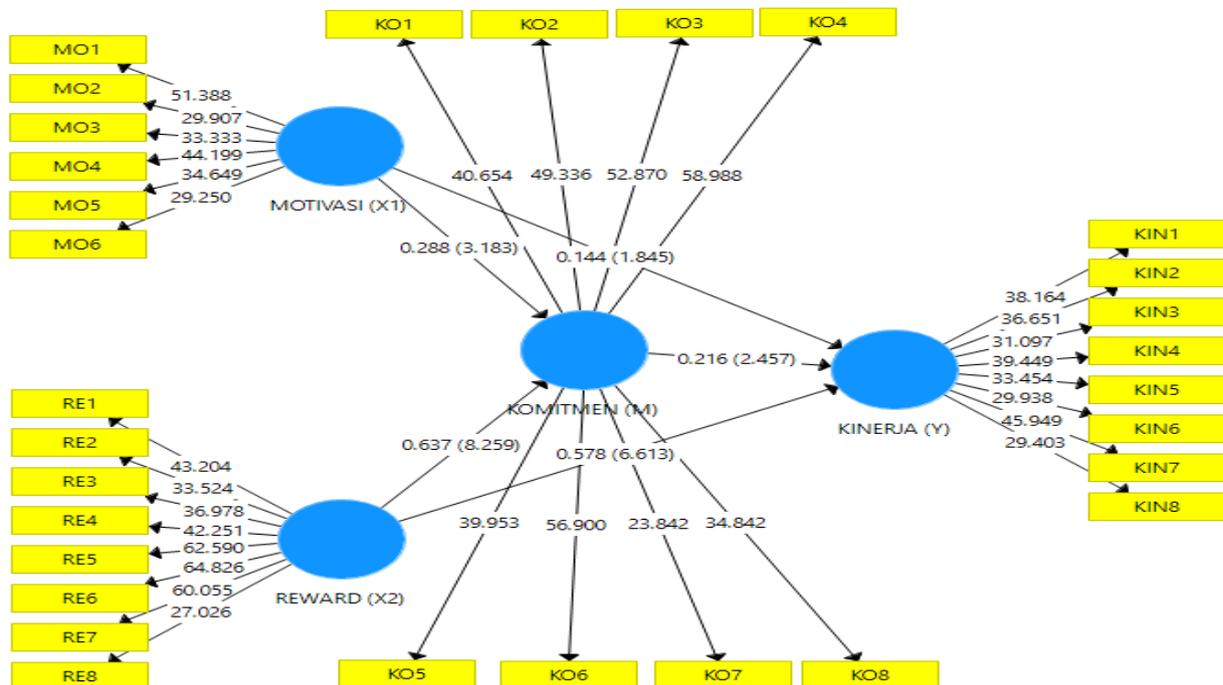
	Cronbach's Alpha	Composite Reliability
PERFORMANCE (Y)	0.947	0.955
COMMITMENT (M)	0.965	0.971
MOTIVATION (X1)	0.926	0.942
REWARD (X2)	0.956	0.963

(Output SEM SmartPLS, 2022)

Seen in the table the value of *Cronbach's alpha* and the value of *composite reliability (CR)* > 0.7. it means that all constructs in this research are *valid and realable*.

**B. Analisis Data Inner Model PLS**

Inner model/structural analysis in which there is *aR-square, T-Value, path coef, Q-square, GoF, F<sup>2</sup>*



**Image 4.2 Bootstrapping Partial Least Square**

(Output SEM SmartPLS, 2022)

(Kinerja : Performance, Motivasi : Motivation)

In bootstrapping Path Coefficient value

**Tabel 4.4 Path Coefficient**

	PER (Y)	COM (M)	MOT (X1)	REW (X2)
PERFORMANCE (Y)				
COMMITMENT (M)	0.216			
MOTIVATION (X1)	0.144	0.288		
REWARD (X2)	0.578	0.637		

(Output SEM SmartPLS, 2022)

It can be seen in table 4.4.5 that the path coefficient is positive, then the relationship between exogenous and endogenous variables is in the same direction and the higher the exogenous variable, the higher the endogenous variable.

The path coefficient value is used as a reference to determine the magnitude of the partial influence between 0-1, both positive and negative, and in the direction and strength of it. To perform an inner model analysis on PLS, you can start by looking at the *R-square* for each endogenous variable, with the same interpretation in the regression.

**a. Coefficient of Determination ( $R^2$ )**

The *R-square* value is used to see whether the influence of the exogenous latent variable on the endogenous latent variable has a substantive effect. *R-square*. According to (Chin, 1995 in Jogiyanto, 2014), and also to see the quality of the model the *R-square* value is 0.67 (strong), 0.33 (moderate) and 0.19 (weak).

**Tabel 4.5 Coefficient of Determination ( $R^2$ )**

	R Square	R Square Adjusted	Quality
PERFORMANCE (Y)	0.820	0.815	Strong
COMMITMENT (M)	0.808	0.805	Strong

(Output SEM SmartPLS, 2022)

It can be seen in table 4.4.7 that the *R-square* value on performance is 0.82, which means that the variability of the performance construct of 82% can be explained by the variability of the motivation and reward constructs, while the remaining 18% is explained by other factors outside the study. Likewise, the 80.8% commitment variability can be explained by the performance variability, while the remaining 19.2% is explained by other factors. The quality of the model in this study is strong because the *R-square* value exceeds 0.67.

**b. Predictive Relevance ( $Q^2$ ),**

*Predictive Relevance ( $Q^2$ )* can be used to represent the synthesis of cross validation and fitting functions with predictions from observed variables and estimates of construct parameters. *The Q-square* value is found in the endogenous variables as follows:.

**Tabel 4.6 Predictive Relevance ( $Q^2$ )**

	$Q^2 (=1-SSE/SSO)$
PERFORMANCE (Y)	0.588
COMMITMENT (M)	0.641

(Output SEM SmartPLS, 2022)

The value of *Q square* on the performance endogenous variable is 0.588 and the endogenous commitment is 0.641, which is greater than 0 so it can be concluded that the model used in this study has a good predictive relevance value.

**c. Goodness of Fit Index (GoF)**

*Goodness of Fit Index*, is used to see the overall fit of the model, both the outer model and the inner model. GoF Index is calculated manually with the following formula:

$$GoF = \sqrt{AVE} \times R^2$$

$$GoF = \sqrt{0,7575 \times 0,814^2}$$

$$GoF = \sqrt{0,502} \quad \mathbf{GoF = 0,708}$$

Based on the calculations above, the GoF index in this study is 0.708 which is included in the large GoF category. This means that this research model has a high fit, meaning that the difference between the observed value and the expected value is low.

**d. F-Square(F<sup>2</sup>)**

F-square is carried out to see the effect of each exogenous latent variable on the endogenous latent variable having a substantive effect.

**Tabel 4.7 Pengaruh Parsial**

Connection	f <sup>2</sup>	Quality
commitment (m) to performance (y)	0.05	weak
motivation (x1) to performance (y)	0.025	weak
Motivation (x1) to commitment (m)	0.106	moderate
reward (x2) to performance (y)	0.299	moderate
reward (x2) to commitment(m)	0.517	strong

(Sumber : Output SEM SmartPLS, 2022)

**d. Hypothesis Testing Analysis**

Hypothesis testing is done by looking at the *path coefficient* results indicated by the *T-statistic* value with *T-table / Z-score* (1.96). If the *T-statistic value* is > 1.96, is a significant exogenous effect on the endogenous one

**Tabel 4.8 Total Effect Boothstrappig**

Construct	Original Sample	T Statistics	P Values
KOMITMEN (M) - >PERFORMANCE (Y)	0.216	2.457	0.014
MOTIVASI (X1) - >PERFORMANCE (Y)	0.206	2.784	0.006
MOTIVASI (X1) -> KOMITMEN (M)	0.288	3.183	0.002
REWARD (X2) - >PERFORMANCE (Y)	0.716	10.099	0.000
REWARD (X2) -> KOMITMEN (M)	0.637	8.259	0.000

(Output SEM SmartPLS, 2022)

It can be seen in the table above that it is known that the P Value has a value smaller than the significance value of 5% or (*P-Value* <0.05), which means that the influence between variables is significant.

**Tabel 4.8 Total Effect Intervening Boothstrappig**

	Ori. Sample	T Statistics	P Values
REWARD (X2) -> KOMITMEN (M) - >PERFORMANCE (Y)	0.138	2.339	0.020
MOTIVASI (X1) -> KOMITMEN (M) - >PERFORMANCE (Y)	0.062	1.845	0.066

(Output SEM SmartPLS, 2022)

The influence of motivation on employee performance has a value of T-statistics of 2.784 which is greater than the T-table of 1.96 (T-statistics > 1.96) and also a p value of 0.006 which is smaller than 0.05 (P-value <0.05), it can be concluded that, Hypothesis: **H1, motivation has a positive and significant effect on performance.** The magnitude of this effect is measured in f-square of 0.025 which is included in the weak category so that although it has a positive effect, this motivation does not have a large effect on the performance of BUMN Bank employees. When an employee in question has a strong motivation such as a desire to develop more, the impact will increase performance.

The effect of rewards on employee performance has a T-statistics value of 10,099 which is greater than the T-table of 1.96 (T-statistics > 1.96) and also a p value of 0.000 which is smaller than 0.05 (P-value <0.05) .it can be concluded that, Hypothesis: **H2, reward has a positive and significant effect on performance.** The magnitude of the influence is measured in f-square of 0.299 which is included in the moderate category so that it can be said that the influence of this reward is quite large on the performance of BUMN Bank employees. With rewards such as an increase in allowances every year, bonuses for work accomplished, it can be an encouragement for an employee to work better so as to improve his performance.

The influence of motivation on performance mediated by commitment has a T-statistics value of 1.845 which is smaller than the T-table which is 1.96 (T-statistic <1.96) and also a p value of 0.066 which is greater than 0.05 (P-value >0.05) so that it can be concluded that Hypothesis: **H3 the commitment variable as an intervening variable is not able to mediate motivation on performance.** The implication of the results of this study is that the motivation of the employees of the state-owned bank when combined with the commitment of the employees, does not improve the performance of the employees of the state-owned bank.

The effect of reward on performance is mediated by commitment. It has a T-statistics value of 2.339 which is greater than the T-table of 1.96 (T-statistics > 1.96) and also a p value of 0.020 which is smaller than 0.05 (P-value <0.05) so that it can be concluded that the hypothesis: **H4 commitment variables as intervening variables are able to mediate rewards on performance.** The implication of the results of this study is that good rewards received by BUMN Bank employees when combined with the formation of high commitment will be more biased to improve performance. Strong commitment coupled with the provision of bonuses and career opportunities provided by state-owned banks can improve employee performance.

## V. CONCLUSION AND SUGGESTIONS

### A. *Conclusion*

The conclusions of this study are:

1. The hypothesis which states that motivation has a positive effect on performance is acceptable.
2. The hypothesis which states that reward has a positive effect on positive performance is acceptable..
3. The hypothesis which states that reward has a positive effect on performance after paying attention to the commitment variable is acceptable.
4. The hypothesis which states that motivation has a positive effect on performance after paying attention to the commitment variable cannot be accepted.

### B. *Suggestion*

Suggestions that can be given to companies, namely:

1. The indicator of employees always having the initiative in completing work in the motivational variable needs to be a concern of the company. Employees of state-owned banks in Bandar Lampung City have low initiative in completing work. This needs to be the company's attention. Leaders can invite employees to participate and provide opportunities for them to submit opinions and recommendations in the decision-making process. Thus, employees feel partly responsible for the company's goals.
2. The indicator of the salary received is sufficient for the needs of employees in the reward variable that needs to be a concern of the company. Employees of state-owned banks in Bandar Lampung City are doubtful that the salary they receive is sufficient for their needs. Companies need to pay attention to the welfare of employees by increasing salaries or providing performance benefits, so that employees can make maximum contributions to achieve company goals.
3. Indicators of employees like working for the company in the commitment variable need to be a concern of the company. Some employees feel less agree, this could be caused by several factors such as job satisfaction and job stress. This needs to be the company's attention. Companies need to increase social support from leaders and co-workers with good communication and a good environment, so that employees are expected to be loyal to the organization in achieving organizational goals.
4. Indicators of employees having ideas for the company in the performance variable need to be a concern of the company. Employees feel inhibited from expressing their ideas to the company. Companies must open up opportunities for employees to express their ideas, so that new ideas can make employee performance increase and the company more developed.

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