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Maximizing Rewards Through Work Infrastructure

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Abstract
This study aims to analyze the influence of Competence and Work Discipline on Rewards, with Work Infrastructure as a moderating variable at PT PLN (Persero) Rantauprapat Customer Service Implementation Unit. The research employs a quantitative approach using Partial Least Squares Structural Equation Modeling (PLS-SEM) as the method of analysis. A total of 86 employees participated as respondents in this study. The results show that Competence (coefficient = 0.388; T-statistic = 3.266; P-value = 0.001) and Work Discipline (coefficient = 0.276; T-statistic = 2.307; P-value = 0.011) have a positive and significant effect on Rewards. Work Infrastructure also has a positive and significant effect on Rewards (coefficient = 0.362; T-statistic = 3.274; P-value = 0.001). However, the moderation analysis revealed that the interaction between Competence and Work Infrastructure (coefficient = -0.031; T-statistic = 0.235; P-value = 0.407) and the interaction between Work Discipline and Work Infrastructure (coefficient = 0.112; T-statistic = 0.900; P-value = 0.184) do not have significant effects on Rewards. Therefore, employee rewards are more directly influenced by competence, discipline, and the availability of work infrastructure, rather than by the moderating role of infrastructure.

Keywords: Competence, Work Discipline, Work Infrastructure, Rewards.

INTRODUCTION

Work discipline is a key factor in determining organizational success, both in the private and public sectors. High discipline reflects employee commitment to carrying out their duties in accordance with applicable regulations, thereby increasing work efficiency and effectiveness. At PT PLN (Persero) UP3 Rantauprapat, similar challenges were also encountered, where work discipline was still suboptimal, as evidenced by high absenteeism and late completion of work. Several factors influencing work discipline are competence and rewards. Competence encompasses the skills, knowledge, and attitudes employees possess in carrying out their duties (Spencer & Spencer, 2015). Several previous studies have shown that competence has a positive relationship with work discipline (Sutrisno, 2019; Hasibuan, 2021). The higher an employee's competence, the better they understand their duties and responsibilities, which contributes to improved work discipline.

Furthermore, rewards also play a crucial role in increasing employee motivation and work discipline. Studies conducted by Sari (2020) and Wahyudi (2021) found that a fair and performance-based reward system can improve discipline within an organization. Both financial and non-financial rewards can motivate employees to perform better and comply with applicable regulations.

However, the relationship between competence, rewards, and work discipline cannot be separated from work environment factors, particularly work infrastructure. Good work infrastructure can provide comfort and increase employee productivity. According to research conducted by Wijayanto (2018) and Nugroho (2020), a supportive work

environment can strengthen the influence of rewards on work discipline. In this context, work infrastructure has the potential to act as a moderating variable that strengthens or weakens the relationship between competence, rewards, and work discipline.

Based on the above background, this research is important because it can provide a deeper understanding of how competency and work discipline influence rewards, as well as how work infrastructure can strengthen this relationship. Therefore, the results of this study are expected to serve as a reference for the management of PT PLN (Persero) UP3 Rantauprapat in improving employee work discipline through better management of competency, rewards, and work infrastructure.

Formulation of the problem

1. Does competence have a positive and significant effect on rewards at PT PLN (Persero) UP3 Rantauprapat?
2. Does work discipline have a positive and significant effect on rewards at PT PLN (Persero) UP3 Rantauprapat?
3. Does work infrastructure have a positive and significant effect on rewards at PT PLN (Persero) UP3 Rantauprapat?
4. Does competence have a positive and significant effect on rewards moderated by work infrastructure at PT PLN (Persero) UP3 Rantauprapat?
5. Does work discipline have a positive and significant effect on rewards moderated by work infrastructure at PT PLN (Persero) UP3 Rantauprapat?

Research purposes

1. To test and analyze the influence of competence on rewards at PT PLN (Persero) UP3 Rantauprapat
2. To test and analyze the influence of work discipline on rewards at PT PLN (Persero) UP3 Rantauprapat
3. To test and analyze the influence of work infrastructure on rewards at PT PLN (Persero) UP3 Rantauprapat
4. To test and analyze the influence of competence on rewards moderated by work infrastructure at PT PLN (Persero) UP3 Rantauprapat
5. To test and analyze the influence of work discipline on rewards moderated by work infrastructure at PT PLN (Persero) UP3 Rantauprapat

LITERATURE REVIEW

Reward

According to Sari (2019), rewards are a system of recognition given by organizations to employees for their efforts, skills, competencies, and responsibilities. According to Wijaya (2021), rewards are the provision of rewards or recognition to employees for their work achievements or contributions.

Reward Indicator

According to Wijaya (2021), the reward indicators are:

1. Salary is a regular payment received by employees as compensation for their work.
2. Incentives are additional payments outside of salary that aim to motivate employees to improve performance.
3. Allowance is a sum of money given regularly for a specific purpose, such as family allowance, transportation, or health.

Factors that influence rewards

According to Wijaya (2021), the factors that influence rewards are:

1. Employee Performance Quality
2. Employee Contribution
3. Internal Consistency
4. External Competition
5. Administration
6. Openness of Communication

Competence

Competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Wibowo (2016).

Competency Indicators:

According to Wibowo (2016) competency indicators are:

1. Motive
2. Nature
3. Self-Concept Attitude
4. Knowledge of information owned
5. Skills

Factors Influencing Competence

According to Wibowo (2016), factors that can influence competence are as follows:

1. Beliefs and Values Beliefs in oneself and in others will greatly influence behavior.
2. Skills.
3. Experience
4. Characteristics
5. Motivation
6. Emotional Issues
7. Intellectual Ability

Work Discipline

According to Hasibuan (2016), discipline is a person's awareness and willingness to obey all company regulations and applicable ethical norms. According to Sinambela (2016),

work discipline is a person's ability to work regularly, diligently, and continuously in accordance with applicable regulations without violating established rules.

Work Discipline Indicators

According to Hasibuan (2016), the work discipline indicators are as follows:

1. Goals and abilities.
2. Leadership Exemplars
3. Reward
4. Justice
5. Waskat
6. Sanctions
7. Assertiveness
8. Human relations

Factors Influencing Work Discipline

According to Hasibuan (2016), factors that influence employee work discipline are:

1. Goals and abilities
2. Exemplary leadership
3. Reward
4. Justice
5. Close supervision
6. Penalty sanctions
7. Assertiveness
8. Human relations

Work Infrastructure

According to Bohari et al. (2019), infrastructure is a form of facility that indirectly supports the agency's work system in sync with predetermined targets.

Work infrastructure indicators

According to Bohari et al. (2019), work infrastructure indicators include:

1. Physical Facilities: Office buildings, workspaces, supporting facilities such as meeting rooms, and equipment needed to carry out work.
2. Communication Tools: Communication equipment such as telephones, the internet, and other communication media that support interaction between employees and with external parties.
3. Work Equipment: Equipment that supports work, such as computers, printers, photocopiers, and other equipment relevant to the type of work.
4. Official Vehicles: Availability of adequate official vehicles when needed to support work that requires mobility

Conceptual Framework

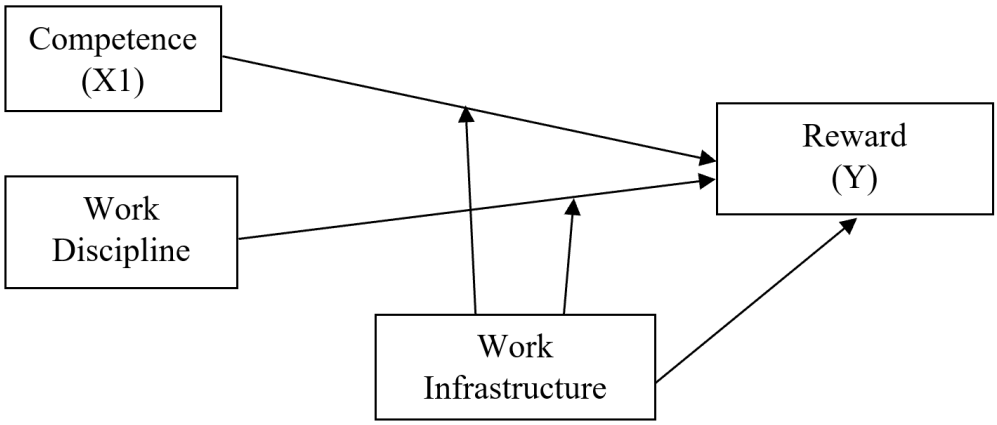

Figure 1. Conceptual Framework

Hypothesis

1. Competence has a positive and significant effect on rewards at PT PLN (Persero) UP3 Rantauprapat
2. Work discipline has a positive and significant effect on rewards at PT PLN (Persero) UP3 Rantauprapat
3. Work infrastructure has a positive and significant effect on rewards at PT PLN (Persero) UP3 Rantauprapat
4. Competence has a positive and significant effect on rewards moderated by work infrastructure at PT PLN (Persero) UP3 Rantauprapat
5. Work discipline has a positive and significant effect on rewards moderated by work infrastructure at PT PLN (Persero) UP3 Rantauprapat.

METHOD

The type of research used is quantitative research. According to Sugiyono (2018), quantitative data is a research method based on positivity (concrete data). Research data consists of numbers that will be measured using statistics as a calculation test tool, related to the problem being studied to produce a conclusion.

This research was conducted in July 2025. This research was conducted at PT PLN (Persero) UP3 Rantauprapat, Jl Listrik No. 1, Padang Matinggi Village, Rantau Utara District, Labuhan Batu Regency, North Sumatra Province, Postal Code 21411.

This study uses a research population of all employees of PT PLN (Persero) UP3 Rantauprapat Jl Listrik No. 1, Padang Matinggi Village, Rantau Utara District, Labuhan Batu Regency, North Sumatra Province, Postal Code 21411, totaling 150 employees. According to Sugiyono (2018) Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions.

The sample of this study was the entire population at PT PLN (Persero) UP3 Rantauprapat, totaling 150 employees, using a saturated sampling technique. According to Sugiyono (2018), a sample is a fraction of the number and characteristics of the population.

The research data sources used by researchers are primary data sources, primary data sources are those from which researchers obtain data directly. Sugiyono (2018) states that primary data sources are those that directly provide data to data collectors or researchers.

The data collection technique used is a questionnaire. Researchers will distribute questionnaires to sample respondents. According to Sugiyono (2018), a questionnaire is a data collection technique carried out by providing a set of written questions or statements to respondents to answer.

The statistical test tool used in this study is the variance-based structural equation test or better known as Partial Least Square (PLS) using SmartPLS 3.0 software. According to Ghozali (2016), the Partial Least Square (PLS) method explains that the variance-based structural equation model (PLS) is able to describe latent variables (not directly measured and measured using indicators (manifest variables). According to Ghozali (2016), Partial Least Square (PLS) is defined as follows: "Partial Least Square (PLS) is a powerful analysis method because it does not assume that data must be measured on a certain scale, and the number of samples is small. The purpose of Partial Least Square (PLS) is to help researchers obtain latent variable values for prediction purposes."

This model includes testing individual item reliability, internal consistency or construct reliability, and average variance extracted. These three measures are grouped based on convergent validity, which measures the degree of correlation between variables and latent variables. In addition to convergent validity, there is also discriminant validity testing. Measurement modeling is carried out to determine the relationship between variables and their indicators. This individual item reliability test describes the correlation between each measurement item (metric) and its structure in the standardized loading factor value. If the ideal load factor value is greater than 0.5, this indicator is valid as an indicator that can measure the structure. Next, internal consistency measurements are carried out, evaluated by composite reliability with a minimum value of 0.7. Convergent validity is then measured by testing the Average Variance Extracted (AVE) value. This value describes the amount of variance or variation in the manifest variable that can be accommodated by the latent variable. An ideal AVE value of 0.5 means the convergent validity value is good. Discriminant validity is evaluated by cross-loading, then comparing the AVE value with the squared correlation value between variables. The crossloading measure is to compare the correlation of a variable with other block variables, which shows that the variable predicts its block size better than other blocks. Another measure of discriminant validity is that the square of the AVE must be greater than the correlation between the other variables, or the AVE value must be greater than the square of the correlation between the variables.

Researchers conduct structural model measurements to determine the relationships between hypothesized structures. This model involves several steps in the evaluation. The first step is to examine the significance of the relationships between variables. This can be

seen from the path coefficient, which describes the strength of the relationship between variables.

RESULTS AND DISCUSSION

Outer Model Analysis

Outer model analysis is used to test whether the indicators in the research model are valid and reliable in measuring latent constructs. Testing is carried out with three main criteria in an integrated manner. First, convergent validity is assessed through the outer loading value which ideally should be ≥ 0.70 and the Average Variance Extracted (AVE) value which should be ≥ 0.50, indicating that the indicator is able to represent the construct adequately. Second, construct reliability is tested through Cronbach's Alpha and Composite Reliability (CR) values, where both must be ≥ 0.70 for the indicator to be said to be consistent in measuring the construct. Third, discriminant validity is carried out to ensure that each construct is clearly different from other constructs, with the criteria that the square root of the AVE must be higher than the correlation between constructs (Fornell-Larcker Criterion) and the highest indicator loading must be on the construct itself (Cross Loadings). If these three aspects are met, then the measurement model can be said to be valid and reliable, and the analysis can proceed to the inner model stage.

Convergent Validity

Convergent validity indicates that indicators within a construct are correlated and consistently represent the construct. This validity is assessed through two main criteria: Outer Loading ≥ 0.70: Indicates the indicator's contribution to the construct. Values of 0.60–0.70 are acceptable, but values <0.60 should be removed. Average Variance Extracted (AVE) ≥ 0.50: Indicates that the construct is able to explain more than 50% of the variance in its indicators. If these two conditions are met, the construct is said to have good convergent validity. The structural model used in this study is depicted in the figure below:

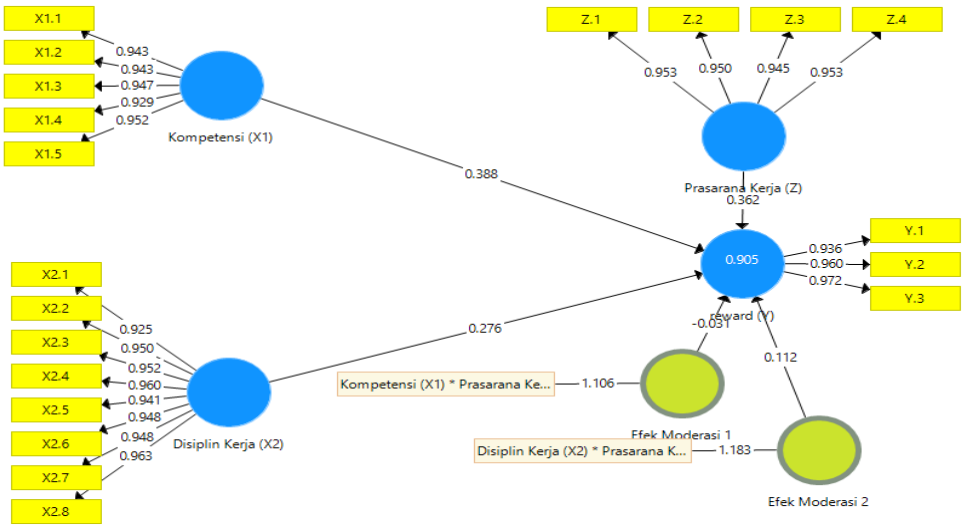

Figure 2. Outer Model

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there are equations and the equations consist of two equations.

Y = b1X1 + b2Z + b3X1Z e1

Y = 0.388 + 0.362 – 0.031 + e1

Y = b2X2 + b3Z + b4X2Z+ e2

Y = 0.276 + 0.362 – 0.112 + e2

Table 2. Outer Loadings

	Work Discipline (X2)	Moderation Effect 1	Moderation Effect 2	Competence (X1)	Work Infrastructure (Z)	reward (Y)
Work Discipline (X2) * Work Infrastructure (Z)			1,183			
Competence (X1) * Work Infrastructure (Z)		1,106				
X1.1				0.943		
X1.2				0.943		
X1.3				0.947		
X1.4				0.929		
X1.5				0.952		
X2.1	0.925					
X2.2	0.950					
X2.3	0.952					
X2.4	0.960					
X2.5	0.941					
X2.6	0.948					
X2.7	0.948					
X2.8	0.963					
Y.1						0.936
Y.2						0.960
Y.3						0.972
Z.1					0.953	
Z.2					0.950	
Z.3					0.945	
Z.4					0.953	

Source: Smart PLS 3.3.3.

All indicators in the variables Competence (X1), Work Discipline (X2), Work Infrastructure (Z), and Reward (Y) show outer loading values above 0.92, which means these indicators have excellent convergent validity because they are able to represent their constructs strongly and consistently. No indicators need to be eliminated because all have met the minimum outer loading requirement of ≥ 0.70. Meanwhile, the moderation interaction shows a high value: Work Discipline × Work Infrastructure with a loading of 1.183 and Competence × Work Infrastructure with a loading of 1.106. These values indicate that both moderating effects have a strong mathematical contribution to the model. However, to ensure whether the moderation is statistically significant, further interpretation is needed based on the T-statistic and P-values in the inner model analysis.

Discriminant validity

Discriminant validityis part of the outer model analysis that shows that a construct is truly distinct from other constructs in the model. This means that indicators within one construct should not have a higher correlation with other constructs than with the construct itself. Discriminant validity is important to ensure that each construct in the model has a unique identity and does not overlap. The following table displays the cross-loading findings from the validity test, as follows:

Table 3. Discriminant Validity

	Work Discipline (X2)	Moderation Effect 1	Moderation Effect 2	Competence (X1)	Work Infrastructure (Z)	reward (Y)
Work Discipline (X2) * Work Infrastructure (Z)	-0.657	0.977	1,000	-0.603	-0.646	-0.549
Competence (X1) * Work Infrastructure (Z)	-0.645	1,000	0.977	-0.595	-0.640	-0.544
X1.1	0.903	-0.511	-0.525	0.943	0.894	0.890
X1.2	0.908	-0.582	-0.606	0.943	0.884	0.878
X1.3	0.908	-0.580	-0.577	0.947	0.904	0.881
X1.4	0.904	-0.555	-0.553	0.929	0.890	0.881
X1.5	0.923	-0.576	-0.584	0.952	0.918	0.893
X2.1	0.925	-0.531	-0.548	0.919	0.901	0.870
X2.2	0.950	-0.653	-0.649	0.906	0.912	0.872
X2.3	0.952	-0.618	-0.624	0.922	0.928	0.888
X2.4	0.960	-0.645	-0.658	0.920	0.927	0.887
X2.5	0.941	-0.613	-0.634	0.916	0.921	0.923
X2.6	0.948	-0.629	-0.647	0.914	0.909	0.893
X2.7	0.948	-0.609	-0.618	0.897	0.912	0.872
X2.8	0.963	-0.596	-0.606	0.923	0.914	0.875
Y.1	0.923	-0.600	-0.607	0.914	0.917	0.936

Y.2	0.871	-0.477	-0.478	0.882	0.884	0.960
Y.3	0.881	-0.480	-0.486	0.894	0.874	0.972
Z.1	0.936	-0.634	-0.639	0.910	0.953	0.876
Z.2	0.903	-0.616	-0.623	0.884	0.950	0.890
Z.3	0.910	-0.567	-0.573	0.923	0.945	0.908
Z.4	0.920	-0.616	-0.622	0.904	0.953	0.872

Source: Smart PLS 3.3.3.

Based on the cross-loading results, all indicators have the highest loading on their respective constructs compared to other constructs. Thus, discriminant validity is met, and each construct can be said to be clearly distinct from the others in the model.

Composite reliability

To ensure that indicators consistently and accurately measure constructs, three main measures are used: Cronbach's Alpha, composite reliability, and average variance extracted (AVE). Cronbach's Alpha measures internal consistency between indicators. A good value is ≥ 0.70. Composite reliability assesses consistency by considering the weight of each indicator. A value ≥ 0.70 indicates good reliability, while a value > 0.95 may indicate indicators are too similar. Average variance extracted (AVE) assesses convergent validity. An AVE value ≥ 0.50 means the construct is able to explain more than 50% of the variance in its indicators. This can be seen in the following table:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	**Composite Reliability**	**Average Variance Extracted (AVE)**
Work Discipline (X2)	**0.984**	**0.986**	**0.900**
Moderation Effect 1	**1,000**	**1,000**	**1,000**
Moderation Effect 2	**1,000**	**1,000**	**1,000**
Competence (X1)	**0.969**	**0.976**	**0.889**
Work Infrastructure (Z)	**0.964**	**0.974**	**0.903**
reward (Y)	**0.953**	**0.970**	**0.914**

Source: Smart PLS 3.3.3.

Based on the test results, all constructs met the reliability and convergent validity criteria according to the measurement model analysis standards. The Cronbach's Alpha, Composite Reliability, and AVE values were all above the recommended thresholds, namely >0.70 for reliability and >0.50 for AVE. Therefore, this research instrument is declared reliable and valid, and suitable for further testing in the structural model.

Inner Model Analysis

Inner model analysis aims to test the causal relationships between latent variables based on data processing results using the PLS (Partial Least Squares) approach. This model tests the magnitude of direct, indirect, and moderating effects between constructs.

Coefficient of Determination (R2)

The coefficient of determination (R^2) is used to measure how much the independent variables are able to explain the dependent variables in a structural model. The higher the R^2 value, the better the model is at explaining the variables under study.

Table 5. R Square Results

	R Square	Adjusted R Square
reward (Y)	0.905	0.901

Source: Smart PLS 3.3.3.

R Square = 0.905shows that 90.5% of the variation in the Reward variable (Y) can be explained by the independent variables in the model (Competence, Work Discipline, Work Infrastructure, and moderating interactions). The structural model has a very strong ability to explain the Reward variable (Y), so it can be considered good and suitable for use in decision making and hypothesis testing.

Hypothesis Testing

After examining the inner model, the next step is to investigate the relationship between idle build and idle build, as suggested in this review. In this review, speculative testing was conducted using T-statistics and P-values. Speculation was made whether T-values were greater than 1.96 and P-values <0.05. The following are the results of the direct impact path coefficients:

Table 5. Hypothesis and Moderation Effect

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Discipline (X2) -> reward (Y)	0.276	2,307	**0.011**	**Accepted**
Moderation Effect 1 -> reward (Y)	-0.031	0.235	**0.407**	**Rejected**
Moderation Effect 2 -> reward (Y)	0.112	0.900	**0.184**	**Rejected**
Competence (X1) -> reward (Y)	0.388	3,266	**0.001**	**Accepted**
Work Infrastructure (Z) -> reward (Y)	0.362	3,274	**0.001**	**Accepted**

Source: Smart PLS 3.3.3.

The results of the hypothesis can be explained as follows:

1. Work discipline has a positive and significant effect on rewards, with a coefficient value of 0.276, a T-statistic of 2.307, and a P-value of 0.011. This means that the higher an employee's discipline, the greater the reward they receive.
2. The interaction between competence and work infrastructure (Moderation Effect 1) on rewards shows a coefficient value of -0.031, T-statistics of 0.235, and P-values of 0.407. Because P-values > 0.05, this effect is not significant. This indicates that work infrastructure does not significantly moderate the relationship between competence and rewards.
3. The interaction between work discipline and work infrastructure (Moderation Effect 2) on rewards produces a coefficient of 0.112, a T-statistic of 0.900, and P-values of 0.184. Because the P-values are still above 0.05, the effect is not significant. Thus, work infrastructure does not significantly strengthen the relationship between work discipline and rewards.
4. Competence has a positive and significant influence on rewards with a coefficient value of 0.388, a T-statistic of 3.266, and a P-value of 0.001. The higher an employee's competence, the higher the reward received.
5. Work infrastructure has a positive and significant effect on rewards, as indicated by a coefficient of 0.362, a T-statistic of 3.274, and a P-value of 0.001. This indicates that adequate work facilities and infrastructure increase the provision of rewards to employees.

CLOSING

Conclusion

1. Work discipline has a positive and significant impact on rewards. Employees with high levels of discipline tend to receive greater rewards from the organization as a form of appreciation for their performance.
2. The moderating effect of work infrastructure on the relationship between competence and reward was insignificant. This indicates that the presence of work infrastructure does not statistically strengthen or weaken the relationship between competence and reward.
3. The moderating effect of work infrastructure on the relationship between work discipline and rewards was also insignificant. This means that the role of work infrastructure as a moderating variable in the relationship between work discipline and rewards was not empirically proven in this study.
4. Competence has a positive and significant impact on rewards. This means that the higher an employee's competency, the higher the reward given by the organization.
5. Work infrastructure has a positive and significant impact on rewards. The availability of adequate work facilities and infrastructure supports employee productivity, thus increasing the rewards received.

Suggestion

1. Management orOrganizations need to improve employee competency development through training, education, and professional development programs. High competence will directly increase employees' opportunities to earn rewards.
2. Enforcement of work discipline must remain a priority for example, by implementing a fair and consistent performance monitoring and evaluation system. Disciplined employees need to be rewarded to motivate other employees.
3. Provision and maintenance of adequate work infrastructure must be continuously improved. A comfortable work environment, adequate work equipment, and an efficient work system will boost employee performance and result in increased rewards.
4. Considering that the role of work infrastructure as a moderator has not been proven to be significant, management can focus on using infrastructure as the main (direct) factor that supports rewards, not as a reinforcement of the relationship between other variables.

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