

## THE EFFECT OF INCENTIVES AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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**Abstract:** Previous research or relevant studies play an important role in scientific research or articles. Previous studies serve to support or reinforce theories and explain the relationships or influences between variables. This journal examines a literature review on the influence of Incentives and Work Environment on Employee Performance. The purpose of this journal is to build hypotheses regarding the relationships between variables, which will be used in subsequent research. The writing method of this article uses a library research approach, with sources from online media such as Google Scholar, Mendeley, and other platforms. The results of this journal indicate that: Incentives influence Employee Performance and Work Environment influences Employee Performance. Additionally, both incentives and work environment have a significant simultaneous effect on employee performance. Besides these two variables, the literature review also shows that several other variables influence employee performance, including workload, motivation, job stress, job satisfaction, work discipline, and leadership within the organization. All of these factors interact and contribute to the level of performance achieved by employees in an organization.

**Keywords:** *Human Resource Management, Incentives, Work Environment and Employee Performance*

### Introduction

In carrying out its activities, whether in the industrial, trade, or service sectors, a company always strives to achieve the goals that have been set. The success of the activities undertaken to reach these goals not only depends on the available technology, facilities, or infrastructure but also on the utilization of human resources (Sutrisno et al., 2022). Human resource management is the science and skill of managing relationships and the roles of the workforce to ensure effectiveness and efficiency in achieving the goals of the company, employees, and society (Hasibuan, 2017). A company can achieve progress with the support of quality human resources.

One of the efforts made by companies to improve and develop employee performance is through the provision of incentives and the maintenance of a good work environment. Incentives are additional earnings provided by the company to employees to enhance their performance. These incentives also serve as a tool that supports the principle of fairness in compensation (Hasibuan, 2017). The provision of incentives is one way for companies to maintain their human resources. If incentives are not provided properly and fairly, the company risks losing its employees (Ayu and Sinaulan, 2018).

In addition to incentives, another factor that influences employee performance is the work environment. The work environment includes all tools, materials, surrounding conditions, work methods, and work arrangements, both individually and in groups. The quality of the work environment affects how the work systems designed by the company can

operate efficiently and effectively according to expectations. A supportive and comfortable work environment will encourage employees to work optimally and produce good performance. On the other hand, a non-supportive and uncomfortable work environment will negatively impact the quality of employee performance and result in low performance (Negara et al., 2023).

To win the competition in the industry, companies continue to seek ways to stay ahead and continue to grow by improving employee performance. According to Mangkunegara (2017), performance is the work result achieved in terms of both quality and quantity by an employee in carrying out their duties in accordance with the responsibilities given. Various efforts are made by companies to improve employee performance, including providing incentives in the form of money or certificates of appreciation, promotions, as well as verbal or written praise. In addition, companies also strive to maintain a work environment that remains comfortable for the social, psychological, and physical aspects of employees. The hope is that these measures can improve employee performance, both in terms of work quality and quantity, task execution, and responsibilities, leading to maximum service delivery. This journal will discuss the influence of Incentives and the Work Environment on Employee Performance through a literature study in the field of human resource management.

## **Literature Review**

### **Human Resource Management**

According to Hasibuan (2017), Human Resource Management is the science and skill of managing relationships and the roles of the workforce effectively and efficiently to achieve the goals of the company, employees, and society. Meanwhile, Mangkunegara (2017) defines Human Resource Management as the process of planning, organizing, implementing, and supervising the procurement, development, rewarding, integration, maintenance, and separation of the workforce to achieve organizational goals. However, according to Sari and Candra (2020), Human Resource Management is the process of developing and utilizing employees to achieve the goals and objectives of individuals, organizations, society, the nation, and internationally in an effective manner.

### **Incentive**

According to Hasibuan (2017), incentives are additional rewards given to employees who perform above the standards set by the company. Incentives also serve as a motivational tool that encourages employees to work at their optimal capacity, provided as additional income beyond the salary or wages already established.

On the other hand, according to Sumbangsih and Nelisa (2013), incentives are a form of compensation or reward given to employees, which is not related to wages or salaries. If incentives are not given based on achieving predetermined targets but rather on individual performance, employee performance will not improve. This could lead to problems such as worsening absenteeism, decreased productivity, and lower employee performance. Incentives should be provided in the form of money, based on the employee's ability to meet the established standards (Hatta and Rachbini, 2015).

The purpose of providing incentives, according to Ardian (2019), is to give employees full responsibility and motivate them to increase productivity, which in turn will lead to the achievement of organizational goals and increased company profits. However, the purpose of incentives is also to fulfill the needs of employees and their families. Incentive systems usually refer to wage payment plans directly or indirectly linked to various employee performance standards or organizational profitability (Almaududi et al., 2021).

According to Hasibuan (2017), incentives are divided into three types:

a. **Material or Financial Incentives:** These incentives are in the form of money or goods, such as bonuses, allowances, and additional salaries, aimed at rewarding employees for their work performance.

b. **Non-Material or Non-Financial Incentives:** These incentives are in the form of rewards that are not monetary, such as praise, recognition, or opportunities for personal development.

c. **Social Incentives:** These incentives focus on social relationships, such as recreational activities together or support for employee welfare, to strengthen bonds within the organization.

However, according to Pratama (2021), incentives are divided into two types: material and non-material.

a. **Material Incentives:** These can take the form of money, such as bonuses and social security benefits. A bonus is a payment given to employees after they have worked for a certain period. This payment is usually in the form of a commission or a share of the profits earned. Bonuses can also be given as part of a contract as a reward for services rendered by the employee (Anggriawan et al., 2015). In addition, social incentives can include the provision of government housing and paid sick leave. Providing educational assignments to develop employees' knowledge and skills is also considered a social incentive (Prakoso, 2016).

b. **Non-Material Incentives:** These can be given in various forms, such as granting official titles by the company, awards in the form of badges or medals like certificates, as well as legal grants to use office attributes, such as flags on cars and so on.

### **Work Environment**

According to Sutrisno et al. (2022), the work environment includes everything around the employee, both physical and non-physical aspects. It is said that the work environment encompasses all factors surrounding workers that can influence them in performing their tasks, such as cleanliness, music, and lighting. The work environment includes all conditions related to interactions between colleagues or between employees and supervisors (Primawanti and Ali, 2022).

According to Sedarmayanti (2011), the work environment is divided into two main categories: physical and non-physical work environments:

a. **Physical Work Environment:** This includes elements such as workspace, equipment, temperature, and lighting.

b. **Non-Physical Work Environment:** This encompasses relationships among employees, company culture, and the overall atmosphere at work.

These two types of environments influence each other and play an important role in determining the comfort and productivity of employees. In a broader context, understanding the importance of a good work environment has become increasingly relevant. A positive work environment not only improves employee performance but also supports their mental and emotional well-being (Putra et al., 2024). Organizations that focus on creating a conducive work environment can expect improvements in job satisfaction, employee loyalty, and overall operational efficiency (Aco et al., 2024).

### **Employee Performance**

According to Ardian (2019), performance is the result of work achieved by an employee in terms of both quality and quantity. In carrying out their tasks, employees produce what is called performance. Performance is the work outcome achieved by an employee within a certain period, compared with the various possibilities that exist (Siamita and Ismail, 2021). However, according to Mardiyah and Karyono (2024), performance is the result of work

achieved by an employee as well as the extent of the contribution and sacrifices made to achieve maximum satisfaction for the company.

Employee performance is essentially the result of work over a certain period, which is then compared with the targets or objectives that have been agreed upon. Good performance will certainly benefit both parties, the employee and the company (Octavia et al., 2020). If this is achieved, harmony will be realized. The higher the employee's performance, the greater the expected increase in organizational productivity. Performance reflects the level of success an employee has in carrying out their duties and responsibilities. It is a measure of the work outcome that shows how far someone has achieved the established goals (Devi et al., 2016).

According to Gibson and James (2012), there are three variables that influence performance:

- a. Ability and Skills: Both mental and physical.
- b. Background: Family, social status, and salary.
- c. Demographics: Age, origin, and gender

Table of Previous Studies

No	Research (Year)	Research Title	Research Variables	Research result
1	(Negara et al., 2023)	The Influence of Incentives and Work Environment on Employee Performance.	Incentive Work environment Employee performance	Incentives and Work Environment Influence Employee Performance
2	(Ariansy & Kurnia, 2022)	The Influence of Work Stress, Incentives and Work Environment on Employee Performance with Job Satisfaction as a Mediating Variable Empirical Study of PT. Telkom Magelang	Job Stress Incentive Work environment Job satisfaction Employee performance	Work stress, incentives and work environment influence employee performance at PT. Telkom Magelang
3	(Rahayu, 2020)	The Influence of Incentives and Work Environment on Employee Performance at the Samarinda Ilir District Office, Samarinda City	Incentive Work environment Employee Performance	Incentives and Work Environment Influence Employee Performance at the Samarinda Ilir District Office, Samarinda City
4	(Wewengkang et al., 2021)	The Influence of Workload, Incentives, and Work Environment on Employee Performance in the Midst of the Covid-19 Pandemic at the Manembo-Nembo Type-C Hospital UPTD Bitung	Workload Incentive Work environment Employee Performance	Workload, Incentives, and Work Environment Influence Employee Performance Amidst the Covid-19 Pandemic at the Manembo-Nembo Type-C Hospital UPTD Bitung

5	(Djuwanto & Hartono, 2017)	The Influence of Incentives, Competence, and Work Environment on the Performance of Public Works Department Employees of Sukoharjo Regency	Incentive Competence Work environment Employee Performance	Incentives, Competence and Work Environment Influence the Performance of Public Works Department Employees of Sukoharjo Regency
6	(Yusida et al., 2021)	The Influence of Work Motivation, Incentives and Work Environment on Alfamart Employee Performance in Blitar	Work motivation Incentive Work environment Employee performance	Work motivation, incentives, and work environment have an influence on employee performance at Alfamart Bakung Udanawu and Alfamart Tanjungsari Sukoharjo, both individually and collectively. All three contribute to improving employee performance at both branches.
7	(Akase et al., 2024)	The Influence of Incentives and Work Environment on Employee Performance at Batudaa Health Center, Gorontalo Regency	Incentive Work environment Employee Performance	Incentives and work environment have a positive and significant influence on employee performance at Batudaa Health Center, Gorontalo Regency. In addition, simultaneously, both also have a significant influence on employee performance at the health center.
8	(Fahriah et al., 2021)	The Influence of Incentives and Work Environment on Employee Performance at PT. Studiotama Maps Consultant	Incentive Work environment Employee performance	Incentives and work environment have a significant influence on employee performance at PT. Studiotama Maps Konsultan. Both factors, both separately and together, contribute to improving employee performance in the company.
9	(Indriani, 2021)	The Influence of Incentives, Motivation and Work Environment on Employee Performance at PT. Kaldu Sari Nabati Palembang	Incentive Motivation Work environment Employee Performance	Incentives, motivation, and work environment have a significant influence on employee performance at PT. Kaldu Sari Nabati Palembang. These three factors contribute positively to employee performance. Simultaneously, incentives, motivation, and work environment have a significant influence on employee

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					performance at the company.
10	(Junaedy et al., 2019)	The Influence of Incentives, Promotions and Work Environment on the Performance of Employees of the Maros Regency Agriculture Service	Incentive Promotion Work environment Employee Performance	Incentives, Promotions and Work Environment have a significant effect on Employee Performance both partially and simultaneously on Employees of the Maros Regency Agriculture Service.	
11	(Putri et al., 2022)	The Influence of Incentives, Workload and Work Environment on Employee Performance at Eden Hotel Kuta Bali	Incentive Workload Work environment Employee performance	Incentives, workload, and work environment have a positive and significant influence on employee performance at Eden Hotel Kuta Bali.	
12	(Nurhaedah et al., 2021)	The Influence of Leadership, Motivation, Incentives, Work Environment and Job Satisfaction on Employee Performance at PT. Bosowa Propertindo	Leadership Motivation Incentive Work environment Job satisfaction Employee performance	The Leadership and Work Environment variables have a positive and significant influence on Employee Performance and the Incentive, Motivation and Job Satisfaction variables do not have a significant influence on Employee Performance.	
13	(Salsabila & Sudarmono, 2023)	The Influence of Incentives and Work Environment on Employee Performance at PT. Jakarta Laras Citra Tangerang Selatan	Incentive Work environment Employee performance	Incentives and work environment affect employee performance at PT. Jakarta Laras Citra Tangerang Selatan. Both factors significantly affect employee performance, both separately and simultaneously.	
14	(Candana, 2018)	The Influence of Work Discipline, Work Environment and Incentives on Employee Performance of PT. Incasi Raya Muaro Sakai, Pancung Soal District, Pesisir Selatan Regency	Work Discipline Work environment Incentive Employee performance	Work discipline, work environment, and incentives have a positive and significant influence on employee performance at PT. Incasi Raya Muaro Sakai. Simultaneously, these three factors contribute to improving employee performance. Among the three variables, incentives are the most influential factor, followed by the work environment, and finally work discipline.	

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15	(Majid & Talkah, 2021)	Analysis of Work Motivation, Incentives, and Work Environment on Employee Performance at the Education and Culture Office of Jombang Regency	Work motivation Incentive Work environment Employee Performance	Work motivation, incentives, and work environment affect employee performance at the Jombang Regency Education and Culture Office. These three factors, both individually and together, provide significant contributions to improving employee performance at the agency.
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**Method**

The method used in writing this journal is a quantitative method and literature review (Library Research). This research examines theories and the relationships or influences between variables from various sources, such as books and journals, obtained both offline from libraries and online through platforms like Mendeley, Google Scholar, and other online media. In research that uses a quantitative method, the literature review must align with the existing methodological assumptions. This means that the literature review should be used inductively to avoid limiting the researcher to the questions posed. One of the main reasons for conducting quantitative research is its exploratory nature (Ali and Limakrisna, 2013).

**Results and Discussion**

**The Influence of Incentives On Employee Performance**

Based on the discussion and the table, it can be concluded that incentives have a positive and significant impact on employee performance. The study by Negarawan et al. (2023) shows that incentives have a positive and significant effect on employee performance, with a regression coefficient of 0.267 and a significance value of 0.000 (which is less than 0.05). This means that the higher the incentives, the higher the employee performance at Canggus Cafe. The findings of Rahayu (2020) also support this, where Pearson's correlation analysis shows a positive and significant relationship between incentives and employee performance at the Samarinda Ilir Subdistrict Office.

Djuwanto et al. (2017) found that incentives have a positive and significant effect on the performance of employees at the Public Works Department of Sukoharjo Regency, with a t-test result of 5.907. This indicates that providing appropriate incentives can encourage employees to carry out their tasks well and on time, thus improving their performance. The study by Fahriah, Agung, Kuraesin, and Megawati (2021) also found that the correlation between incentives and employee performance was  $R = 0.314$  (31.40%), which shows that incentives have a 31.40% influence on employee performance.

The study by Akase, Alam, and Monoarfa (2024) shows that incentives have a positive and significant impact on the performance of employees at Puskesmas Batudaa, with the provision of proper incentives boosting employee morale in completing tasks and positively impacting performance. However, the study by Wewengkang, Kojo, and Uhing (2021) shows that while incentives have a positive effect, they are not significant in influencing the performance of employees at UPTD RS Manembo-Nembo Tipe-C Bitung. This suggests that improving employee performance in this setting is not affected by changes in incentives.

**The Influence of Work Environment on Employee Performance**

The study conducted by Negarawan et al. (2023) shows that the work environment has a positive and significant impact on employee performance, with a regression coefficient of 0.183 and a significance value of 0.000 (less than 0.05). This means that the better the

work environment, the higher the employee performance at Cangggu Cafe. The findings of Rahayu (2020) also support this, where Pearson's correlation analysis indicates a positive and significant relationship between the work environment and employee performance at the Samarinda Ilir Subdistrict Office, confirming that the work environment affects employee performance.

Djuwanto et al. (2017) found that the work environment has a positive and significant impact on employee performance, with a t-test result of 4.570. This indicates that a comfortable work environment can improve employee performance. The study by Wewengkang, Kojo, and Uhing (2021) shows that the work environment has a positive and significant effect on the performance of employees at UPTD RS Manembo-Nembo Tipe-C Bitung, meaning that improvements in performance are influenced by changes in the work environment. The study by Fahriah, Agung, Kuraesin, and Megawati (2021) found that the correlation between the work environment and employee performance was  $R = 0.425$  (42.50%), indicating that the work environment has a 42.50% influence on employee performance. Lastly, the study by Akase, Alam, and Monoarfa (2024) shows that the work environment has a positive and significant impact on the performance of employees at Puskesmas Batudaa. A good work environment, including relationships among employees, supervisors, and physical conditions, can enhance performance by creating comfort and enthusiasm in completing tasks.

### **The Influence of Incentives And Work Environment On Employee Performance**

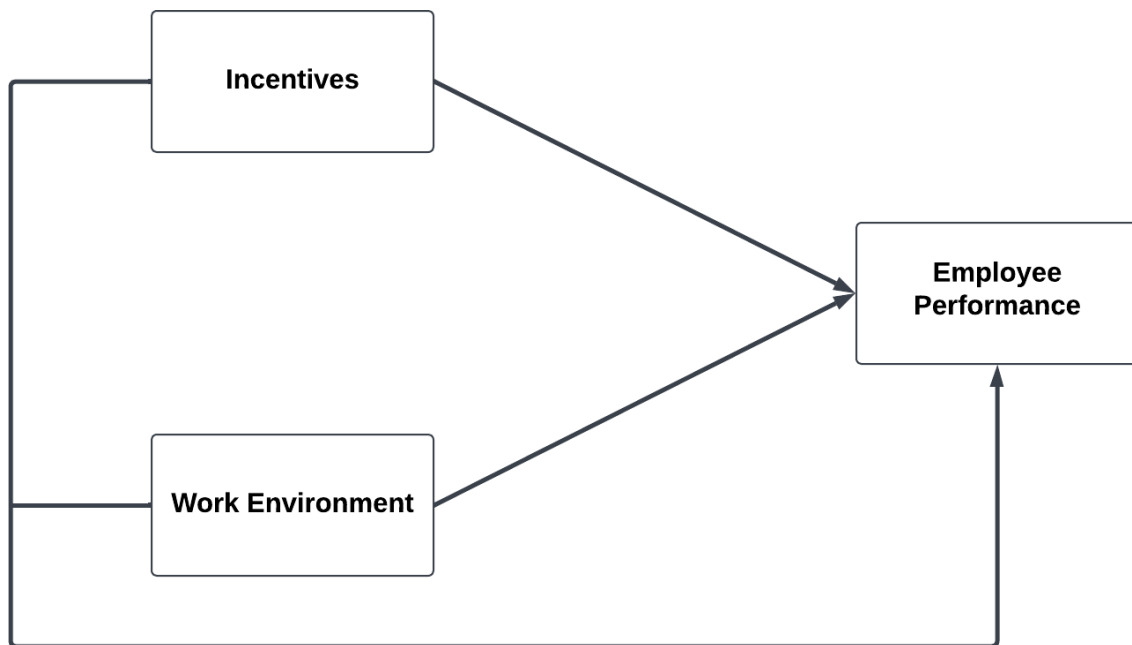
The research conducted by Negarawan et al. (2023) shows that incentives and the work environment together have a significant impact on employee performance, with an F-value of 273.327 and a significance level of 0.00. This means that increasing incentives and improving the work environment will enhance employee performance at Cangggu Cafe. The findings of Rahayu (2020) also support this, showing that both incentives and the work environment have a positive and significant effect on employee performance at the Samarinda Ilir District Office, having a considerable impact on employee performance. The study by Djuwanto et al. (2017) demonstrates that incentives, competence, and the work environment have a simultaneous effect on employee performance at the Public Works Office of Sukoharjo Regency. Providing incentives, enhancing competence through training, and creating a comfortable work environment will improve employee performance.

Meanwhile, the research conducted by Fahriah, Agung, Kuraesin, and Megawati (2021) found that incentives and the work environment have a correlation of  $R = 0.580$  (adjusted R-Square), meaning that these two factors account for 58% of employee job satisfaction at PT. Studiotama Maps Konsultan in Bogor City, with the remainder influenced by other variables. Lastly, the research by Akase, Alam, and Monoarfa (2024) shows that incentives and the work environment have a simultaneous effect on employee performance at Puskesmas Batudaa.

Providing good incentives and creating a comfortable work environment can support the improvement of employee performance.

### **Conceptual Framework**

Based on the problem formulation, theoretical review, relevant previous research, and discussion on the influence between variables, the conceptual framework in this journal can be concluded as follows:



Incentives have an impact on employee performance, the work environment influences the work environment, and simultaneously, both incentives and the work environment have an effect on employee performance.

**Conclusion**

Based on the literature review and analysis conducted, it can be concluded that incentives have a positive and significant effect on employee performance. Additionally, the work environment also has a positive and significant impact on employee performance. Both variables, incentives and work environment, simultaneously influence employee performance. Furthermore, in the literature review discussed, there are several other variables that also affect employee performance, including workload, motivation, work stress, job satisfaction, work discipline, and leadership.

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