



The effect of incentives, work motivation and job satisfaction on the employee performance of the Air Hangat Barat District office at Kerinci Regency

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ABSTRACT

This study aims to see the effect of (1) Incentives on the performance of employees of the Air Hangat Barat district Office, Kerinci Regency (2) Work motivation on the performance of employees of the Air Hangat Barat District Office, Kerinci Regency (3) Job satisfaction on the performance of employees of the Air Hangat Barat District Office, Kerinci Regency (4) Incentives, work motivation and job satisfaction together affect the performance of employees of the Air Hangat Barat District Office. The sampling method used for this study was total sampling with a sample of 30 people. Data analysis was carried out using SPSS (Statistical Program for Social Science). The results of this study show that (1) Incentives have a significant positive influence on the performance of employees of the Air Hangat Barat District Office, Kerinci Regency (2) Work motivation has a positive influence on the performance of employees of the Air Hangat Barat District Office, Kerinci Regency (3) Job satisfaction have a positive influence on the performance of employees of the Air Hangat Barat District Office of Kerinci Regency (4) Incentives, work motivation and job satisfaction together have a positive effect on the performance of employees of the Air Hangat Barat District Office of Kerinci Regency.

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INTRODUCTION

Current developments show that local government agencies seem to be increasingly responsive to changes in circumstances in entering the era of globalization. Very rapid changes and equally fierce competition, allowing every local government agency that wants to continue to exist must be able to build and maintain high trust from the community. In order to achieve a balance in building and maintaining the organization, a local government agency must be able to manage its human resources optimally so that it has a positive impact on the organization, therefore the organization must have a way of managing its human resources. Human resource management in an agency, among others, can be done by providing incentives, work motivation and job satisfaction to

employees which will later affect the improvement of employee performance results so that agency goals can be achieved, both in the form of short, medium and long term goals (Riyanto et al., 2021).

According to Mangkunegara, (2016) suggests that the performance results in quality and quantity achieved by an employee in carrying out their duties are in accordance with the responsibilities given to him. In a company to be able to compete with other similar industries, the company must have a competitive advantage that is very difficult to imitate, which will only be obtained from productive, innovative, creative employees who are always passionate and loyal. Employees who meet such criteria will only be possessed through the proper application of human resource management concepts and techniques with high morale. To improve the performance of an employee in the company by providing rewards that are proportional to the work that employees have done. If someone who has worked beyond the target makes employees get rewards from the performance results that have been achieved (Mitchell et al., 2020; Rudman, 2020).

The West Air Hangat District Government Office, as an element of local government organizers that functions to carry out coordination, implementation of the formulation of Kerinci Regency government policies, prepares information about the sub-district area as material for formulating Kerinci Regency Government policies, delegation of part of the authority of the Regent, Development of state ideology and national unity, implementation of community empowerment, implementation of general government tasks, implementation operational coordination of technical implementation units of Agencies, Agencies, Offices, Government Administration Administrators, Apparatus Resource Management, Finance, Infrastructure. Kecamatan is a regional apparatus that has a working area led by the sub-district head who is under and responsible to the Regent through the Regional Secretary. From the observations made by the author, there are several problems that occur in the performance of Air Hangat Barat sub-district employees, namely: 1). Service to the community is not optimal, 2). There is no reprimand from superiors to employees who do not maximize service to the community, 3). There is no employee motivation in participating in education and training related to service, 4). Decreased percentage of community visits to sub-district offices in the use of services.

There are several factors that are thought to affect the decline in employee performance at the West Air Hangat Subdistrict Office, Kerinci Regency. These factors include incentives, work motivation and satisfaction. According to Dessler, (2019), an incentive is a salary increase awarded to an employee at a specified time in the form of a higher base salary, usually based exclusively on individual performance. Incentives are generally carried out as a strategy to increase company productivity and efficiency by utilizing employee behavior that has a tendency to work modestly or not optimally. So that with the provision of incentives given to employees, the resulting performance is very good for the company. Motivation has a close relationship with the attitudes and behaviors possessed by a person. Existing attitudes in each individual interact with new values, emotions, roles, social structures and events, which together emotions can be influenced and changed by behavior. This change in attitude is possible because the human mind is a complex force that can adapt, learn, and process every new information and change it receives (Schein, 1993; Stata, 1989). Motivation itself can be interpreted as a state in a person's person so that the person is driven to do an activity or activity (Reeve, 2018; Riskind & Gotay, 1982). Therefore, motivation has a nature that will not be separated from human nature itself, where individual humans have qualities of self-existence that vary from one another. Each individual has a different background and attitude towards the stimuli that exist, so that the motivation that arises in each individual is different (Mead, 1925) (Simmel, 2012).

Job satisfaction is one of the most important factors to get optimal work results. When a person feels satisfaction at work, of course, he will try his best with all the ability he has to complete his work tasks. Thus the productivity and work results of employees will increase optimally. In reality, in Indonesia and possibly in other countries, overall job satisfaction has not reached its maximum level (Abou Elnaga, 2013; Berliana et al., 2018).

RESEARCH METHOD

Data Types and Sources

In this study the data used was quantitative (Goertzen, 2017; Ritchie & Spencer, 2002). According to Sugiyono, (2015), quantitative data is a type of data that can be measured (measurable) or calculated simultaneously as a number or number variable. Variables in statistics are attributes, characteristics, or measurements that describe a case or object of study.

Primary Data

Primary data is data obtained directly from respondents. Data from respondents is needed to find out respondents' responses about kinerj seen from work facilities, discipline and comfort. So in this case the data is obtained directly. To obtain data in this study, a data collection technique was used, namely a questionnaire (questionnaire). Is a field data collection technique carried out by providing a set of questions or statements to respondents to answer. According to (Ghozali, 2017), "the scale that is often used in preparing questionnaires is the Likert scale". Based on the Likert Scale, variables are broken down into several sub-variables then sub-variables are clarified through indicators. From these indicators, an instrument in the form of a questionnaire was prepared with statements with the choice of answers to the statements scored, then respondents chose the answers to the questions by checking the appropriate answers.

Secondary Data

Secondary data is an indirect data collection technique, both in the form of information related to research and complementary or supporting primary data. This technique is used to collect data on theories, concepts related to research variables from relevant books/literature.

Analysis Method

The data analysis methods used in this study are data quality tests (validity and reliability tests), descriptive statistics, correlation coefficient tests, classical assumption tests, and multiple linear regression tests.

Validity Test

According to Suharsimi (2006: 168) validity is a measure that shows the levels of validity or validity of an instrument. A valid instrument has high validity. Conversely, a less valid instrument means it has low validity. According to (Ghozali, 2017) that the validity test is used to measure the validity or validity of a proof statement in a questionnaire. A proof statement is said to be valid if the statement on the questionnaire is able to reveal something that will be measured by the questionnaire. If the count r is greater than the table r for *degrees of freedom* (df) = $n-2$, in which case n is a sample, then the hypothesis cannot be rejected or valid.

Reliability Tests

Reliability testing is actually a tool to measure a questionnaire which is an indicator of a variable or construct. "A questionnaire is said to be reliable if a person's answers to statements are consistent or stable over time." (Ghozali, 2017). According to (Ghozali, 2017) "the reliability of the instrument of this study was calculated with the help of SPSS computer using the *Cronbach Alpha* statistical test, to find out whether the data of this study is reliable or not. A construct or variable is reliable if it gives a *Cronbach Alpha* value of > 0.70 ."

Classical Assumption Tests

(a). Normality Test, According to (Ghozali, 2017) "The normality test aims to test whether in the regression model the confounding or residual variables have a normal distribution. A good regression model is to have a normal or near-normal data distribution." The basis for decision

making according to (Ghozali, 2017) is: If the data spreads around the diagonal line and follows the direction of the diagonal line or its histogram graph shows a normal distribution pattern, then the regression model satisfies the normality assumption, If the data spreads far from the diagonal line and/or does not follow the direction of the diagonal line or its histogram graph does not show a normal distribution pattern, then the regression model does not satisfy the normality assumption.

In this discussion, the Kolmogorov-Smirnov one sample test will be used using a significant level of 0.05, then the data is declared normally distributed if it is significantly greater than 5% or 0.05.

Multicollinearity Test

According to (Ghozali, 2017) uji multicolonierity aims to test whether the regression model found a correlation between independent *variables*. A good regression model should not have correlations among independent variables. If independent variables correlate with each other, then they are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables is equal to zero. There is a way to detect the presence or absence of multicolonierity in the regression module through *tolerance* and *variance inflation factor* (VIF). According to (Ghozali, 2017) that "these two measures indicate which each independent variable is described by the other independent variable. In a simple sense each independent variable becomes a bound variable and is progressed against other independent variables. The *cut-off* value commonly used to indicate multicolonierity is a *tolerance* value of > 0.10 or equal to a VIF value of < 10 ."

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another" (Ghozali, 2017). If the variance from residual one observation to another observation is fixed, then it is called homoscedasticity and if different it is called heteroscedasticity. According to (Moleong, 2017) that "A good regression model is one that homoscedasticity or heteroscedasticity does not occur. To detect the presence or absence of heteroscedasticity can be done by looking at the Plott Graph (Scatter plot). If there is no clear pattern, such as spreading points above and below 0 (zero) on the Y-axis, then there is no heteroscedasticity.

Multiple Regression Analysis

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variable and the affected variable. With the multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \quad (1)$$

Where:

Y	: Performance
A	: Instersep constant
X ₁	: Incentive
X ₂	: Work Motivation
X ₃	: Job satisfaction
b ₁ , b ₂ , ...	: Regression Coefficient
e	: Error Term

Test the hypothesis

Test F (Simultaneous Test)

In this study, the F test was used to determine the degree of significance of the influence of independent variables together (simultaneously) on dependent variables." (Sugiyono, 2017). The F Test formula is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)} \quad (2)$$

Information:

F : Test F

R²: Coefficient of determination

K : Number of independent variables

n : Number of samples

In the SPSS *output*, the test is simultaneous with this F-test, that is, if the p-value (in the *sig column*.) is smaller than the *specified level of significance*, or F is greater than F in the table, meaning that the independent variables together have a significant effect on the dependent variable. The basis for decision making is to use significance probability numbers, namely: (a). If the probability of significance > 0.05, then Ho is accepted and Ha is rejected, (b). If the probability of significance < 0.05, then Ho is rejected and Ha is accepted

Test t (Partial)

The t test is used to test the significance of the influence of variable X on variable Y. Whether the variables ,X-1., ,X-2, and X-3. really affects the variable Y separately or partially. The t-Test formula is as follows:

$$t_{hit} = \frac{b}{s_{b1}} \quad (3)$$

Information:

b : Slope of the regression line

S_b : Standard error of regression coefficient

S_{yx} : Standard error estimation

In the SPSS *output*, the test is partial to the t-test, that is, if the *p-value* (in the *sig.*) on each independent variable smaller than the *specified level of significance*, or t count greater than t table, means that the variables of each independent variable individually have a significant effect on the dependent variable. The basis for decision making is to use significance probability figures, namely: (a). If the probability of significance > 0.05 then Ho is accepted and ha is rejected, (b). If the probability of significance < 0.05 then Ho is rejected and Ha is accepted.

RESULTS AND DISCUSSIONS

Validity Test

The research instrument used in the study consisted of employee performance variables as many as 12 questions, motivation as many as 10 questions and job satisfaction as many as 10 questions. Based on the results of the validity test displayed in the SPSS *output* performed on all variables, all questions on each variable have a calculated r value greater than the table r (0.3610). Thus the validity criterion has been met on all variables and declared valid.

Reliability Tests

Based on the results of reliability tests displayed in the SPSS *output* performed on each variable, it is known that all variables used in the study have Cronbach's alpha value greater than 0.70. Therefore, reliability criteria have been met for each variable and declared reliable.

Classical Assumption Tests

Normality Test

Based on tests that have been carried out through the use of the One-Sample Kolmogorov-Smirnov Test, the test results show that Asymp. Sig. (2-tailed) at Y is 0.494, X1 is 0.142, X2 is 0.350,

and X3 is 0.441. Because the significance value obtained exceeds 0.05, it is concluded that for the variables of performance, incentives, motivation, and job satisfaction of employees of the West Air Hangat Subdistrict Office are normally distributed.

Table 1. Normality test results
One-Sample Kolmogorov-Smirnov Test

		Performance	Incentive	Motivation	Job Satisfaction
N		30	30	30	30
Normal Parameters ^a	Mean	51.3091	17.7091	43.5273	53.5455
	Std. Deviation	2.89874	1.25717	2.24313	2.41000
Most Extreme Differences	Absolute	.112	.155	.126	.117
	Positive	.088	.150	.126	.117
	Negative	-.112	-.155	-.101	-.091
Kolmogorov-Smirnov Z		.831	1.151	.932	.866
Asymp. Sig. (2-tailed)		.494	.142	.350	.441

a. Test distribution is Normal.

Source: SPSS output results, 2023

Multicollinearity Test

Based on the results of the multicollinearity test, it is known that the independent variable has a tolerance value that exceeds 0.1. For VIF values, independent variables have values that do not exceed 10. Thus, in regression models on independent variables there is no multicollinearity.

Heteroscedasticity Test

Based on the results of the heteroscedasticity test through the use of scatter plot graphs displayed in the SPSS output, it can be seen that the graph does not have a clear pattern. In addition, the output clearly illustrates that no points are distributed above the Y axis or below the Y axis. So the regression model used in the study has no heteroscedasticity and can be used.

Multiple Regression Analysis

In testing the hypothesis of this study, multiple linear regression tests were used, which aimed to determine how much influence some independent variables had on the dependent variable. Multiple regression analysis was performed by comparing t_{count} with t_{table} and sig value with $\alpha = 0.05$. In detail the results of multiple regression testing can be seen in Table 1

Table 2. Multiple regression equation

		<i>Coefficients^a</i>			t	Sig.
Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
		B	Std. Error	Beta		
1	(Constant)	49.582	13.105		3.784	.000
	Incentive	.504	.153	.045	3.294	.009
	Motivation	.124	.034	.096	3.645	.001
	Job Satisfaction	.234	.056	.028	4.190	.000

a. Dependent Variable: Y

Source: SPSS Output Results, 2023

From table 2, the form of the regression equation model for the effect of incentives, work motivation, incentives on employee performance at the West Air Hangat Subdistrict Office is as follows:

$$Y = 49.582 + 0.504 (X_1) + 0.124 (X_2) + 0.234 (X_3) \quad (4)$$

Based on the above equation it can be explained that: (a). From the equation above, it can be seen that there is a constant value of 49.582 which means that if the incentive, work motivation, job satisfaction is zero, then the value of the Performance variable is at 49.582. This means that the variables of incentives, work motivation, job satisfaction contribute to improving the performance of employees of the West Air Hangat Subdistrict Office, (b). The value of the incentive regression coefficient is positive 0.504. This means that if the incentive increases by one unit, it will result in an increase in performance of 0.504 units, (c). The value of the positive motivational regression coefficient is 0.124. This means that if motivation increases by one unit, it will result in an increase in employee performance by 0.124 units, (d). The value of the positive job satisfaction regression coefficient is 0.234. This means that if job satisfaction increases by one unit, it will result in an increase in employee performance by 0.234 units.

Statistical Test t Test and F Test

Test t (Partial)

This t test is intended to determine the effect of partial (individual) incentives, motivation and job satisfaction on the performance of employees of the West Air Hangat Subdistrict Office. From table 1, a partial test (t test) of each causal variable (free) can also be carried out against the effect variable (bound) as follows:

Partial Incentives Have A Positive And Significant Effect On Employee Performance.

Based on the results of the analysis of the t test, it is known that the significance level of the incentive variable is $0.009 <$ of the significance value (0.05). Thus H_o is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between incentives on the performance of employees of the West Air Hangat Subdistrict Office.

Motivation partially has a positive and significant effect on employee performance.

Based on the results of the analysis of the t test, it is known that the significance level of the motivational variable is $0.001 <$ of the significance value (0.05). Thus H_o is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between motivation on the performance of employees of the West Air Hangat Subdistrict Office.

Partial Job Satisfaction Has A Positive And Significant Effect On Performance.

Based on the results of the analysis of the t test, it is known that the significance level of the job satisfaction variable is $0.000 <$ of the significance value (0.05). Thus H_o is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between job satisfaction and the performance of employees of the West Air Hangat Subdistrict Office.

Test F (Simultaneous Test)

Test F (model feasibility) is intended to determine the effect of independent variables simultaneously (together) on the dependent variable. From table 1 can also be carried out simultaneous tests (F tests) of independent variables together against bound variables

Incentives, motivation, job satisfaction together have a positive and significant effect on employee performance.

Based on the results of the analysis of the F test, it is known that the level of significance of the variables of incentives, motivation, and job satisfaction is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence together between incentives, motivation, and job satisfaction on the performance of employees of the West Air Hangat Subdistrict Office. As can be seen in table 3 below:

Table 3. F test results

		ANOVA ^b				
<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	3.739	3	8.246	8.141	.000 ^a
	Residual	450.007	26	8.824		
	Total	453.745	29			

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: SPSS Output Results, 2023

The Effect of Incentives on the Performance of West Air Hangat Subdistrict Office Employees

The results of this study show that incentives have a significant positive influence on the performance of employees of the West Air Hangat Subdistrict Office. This indicates that incentives determine the performance of employees of the West Air Hangat Subdistrict Office. This means that the better and higher the employee incentive in the agency, the more it will improve employee performance. From the results of this study, it can be seen that the work incentive variable has a coefficient of 0.504 which means that incentives have a large influence from other variables. This indicates that incentives can play a role in improving employee performance. If the West Air Hangat Subdistrict Office wants to improve employee performance, it must increase employee incentives in the agency.

This is in line with the opinion according to Mangkunegara (2014: 89), incentives are awards on the basis of high work performance is a sense of recognition from the organization for employee work achievements and contributions to the organization. According to Martoyo (2000: 135-136), incentives are additional wages (bonuses) because of excess achievements that distinguish them from others, which are intended to increase productivity, employees and pay attention to outstanding employees to remain in the organization. The results of this study are in line with research According to the results of research Iha Haryani Hatta, (2015), according to the results of his research that incentives affect job satisfaction and employee performance at PT. Avrist Assurance. The same thing was also stated by Audya Dewintha, Nur Fitriyah, (2017) that the provision of incentives has an influence on the performance of employees at the North Samarinda Sub-district Office. This result is also supported by the results of research from Mangasa Panjaitan (2015) that the effect of incentives and work motivation is partial to employee performance at the North Sumatra Provincial Agriculture Office.

The Effect of Motivation on the Performance of West Air Hangat Subdistrict Office Employees

The results of this study show that motivation has a significant positive influence on the performance of employees of the West Air Hangat Subdistrict Office. This indicates that employee motivation determines the performance of employees of the West Air Hangat Subdistrict Office. This means that the better and higher the motivation for employees in the agency, the more it will improve the performance of these employees. From the results of this study, it can be seen that the work motivation variable has a coefficient of 0.124 which means that work motivation has a great influence. This indicates that motivation can play a role in improving employee performance. If the

West Air Hangat Subdistrict Office wants to improve employee performance, it must increase employee motivation in the agency.

This is in line with the opinion of Sondang P. Siagian (2014: 138), motivation is the driving force that causes a member of the organization to be willing and willing to mobilize the ability to form expertise and skills, energy and time to carry out various activities that are his responsibility and fulfill his obligations in order to achieve goals and various organizational goals that have been determined before. The results of this study are in line with the research of Audya Dewintha, Nur Fitriyah, (2017). that motivation has an influence on the performance of employees at the North Samarinda Sub-district Office. This result is also supported by the results of research from Mangasa Panjaitan, (2015) that the effect of incentives and work motivation partially on employee performance at the North Sumatra Provincial Agriculture Office. This means that there is a positive relationship between motivation and performance, if motivation is good, it will improve the performance of West Air Hangat Subdistrict Office Employees.

The Effect of Job Satisfaction on the Performance of Employees of the West Air Hangat Subdistrict Office, Kerinci Regency

The results of this study show that job satisfaction has a significant positive influence on the performance of employees of the West Air Hangat Subdistrict Office. This indicates that job satisfaction determines the performance of employees of the West Air Hangat Subdistrict Office. This means that the better and better the job satisfaction of employees in an agency, the better it will improve employee performance. From the results of this study, it can be seen that the job satisfaction variable has a coefficient of 0.234 which means job satisfaction has a great influence. This indicates that job satisfaction can play a role in improving employee performance. If the West Air Hangat Subdistrict Office wants to improve employee performance, it must create good job satisfaction in the agency.

This is in line with the opinion according to Sutrisno (2011: 74) job satisfaction is an employee attitude towards work related to work situations, cooperation between employees, benefits received at work, and matters concerning physical and psychological factors. This is in line with what was expressed by Suwatno (2001: 187) job satisfaction is a pleasant psychological condition or employee feeling that is very subjective and very dependent on the individual concerned and his work environment, and job satisfaction is a *multifaceted* concept (many dimensions), he can use an attitude as a whole or refer to a person's part of work. The results of this study are in line with the research of Iha Haryani Hatta, (2015), according to the results of his research that job satisfaction affects employee performance at *PT. Avrist Assurance*. And this result is also supported by the results of research by Yunan Surono, (2016) that job satisfaction affects the performance of employees of the Jambi Provincial Regional Revenue Office

The Effect of Incentives, Motivation, Job Satisfaction on the Performance of Employees of the West Air Hangat Subdistrict Office of Kerinci Regency

The results of this study show that incentives, work motivation, incentives together have a significant influence on the performance of employees of the West Air Hangat Subdistrict Office. This indicates that incentives, work motivation, incentives determine the performance of employees of the West Air Hangat Subdistrict Office. This means incentives, work motivation, incentives, it will improve employee performance. This is in line with research, Iha Haryani Hatta, (2015) Mangasa Panjaitan, (2015) which shows that the results show support for a significant influence between incentives, motivation and job satisfaction on employee performance. So it can be concluded that the hypothesis of this study, namely incentives, motivation and job satisfaction simultaneously have a significant effect on the performance of employees of the West Air Hangat Subdistrict Office has been proven.

CONCLUSION

Based on the research, it can be concluded that: 1). Incentives have a positive influence on the performance of employees of the West Air Hangat Subdistrict Office, Kerinci Regency. Based on the results of the analysis of the t test, it is known that the significance level of the incentive variable is $0.009 < 0.05$. This means that employee performance will increase if employee incentives in high agencies for employees and leaders, so as to provide encouragement to employees in improving performance, then the first hypothesis (H1) is accepted. 2). Motivation has a positive influence on the performance of employees of the West Air Hangat Subdistrict Office, Kerinci Regency. Based on the results of the analysis of the t test, it is known that the significance level of the motivational variable is $0.001 < 0.05$. This means that employee performance will increase if the motivation is good so as to provide morale to employees in carrying out work. The better the motivation of employees in the agency, the more it will reduce the performance of employees in doing their work in the agency, thus the second hypothesis (H2) is accepted. 3). Job satisfaction has a positive influence on the performance of employees of the West Air Hangat Subdistrict Office. Based on the results of the analysis of the t test, it is known that the significance level of the job satisfaction variable is $0.000 < 0.05$. This means that employee performance will increase if employee job satisfaction is high it will increase performance at work, thus making employees enthusiastic in carrying out their work well. Thus the third hypothesis (H3) is accepted. 4). Incentives, work motivation, incentives together have an influence on the performance of employees of the West Air Hangat Subdistrict Office. From the ANOVA test, a significance probability value of 0.000 is obtained. The probability of such significance is less than 0.05, with a significance level of 0.000 as a result H_0 is rejected and H_a is accepted. The variables of incentives, motivation and job satisfaction together affect the performance of employees of the West Air Hangat Subdistrict Office. Based on the results of the discussion analysis and some conclusions in this study, there are suggestions that can be given through the results of this study in order to get better results, namely: 1). From the results of this study the incentive variables that most strongly affect employee performance, it is recommended to the Air Hangat Barat District, so that they can pay attention to the needs of each employee both in the form of material and non-material, Material provision is the same as the provision of incentives or performance allowances paid every month in addition to the salaries received by employees provided by the government. Non-material incentives can be interpreted as giving awards or attention to employees by leaders, if this can be done then it will naturally support the spirit of employee performance at the Air Hangat Barat Subdistrict Office. 2). For motivation, it is recommended to the West Air Hangat District to pay attention to employee motivation at work by increasing employee motivation, because this will have an impact on increasing their performance and enthusiasm at work. 3). For job satisfaction, it is recommended to the West Air Hangat District to pay attention to employee job satisfaction by creating job satisfaction, because this will have an impact on employees, if the agency feels good employee job satisfaction it will have an impact on increased employee performance. For the Air Hangat Barat District, it is expected to pay attention to incentives, motivation for employees, and create good job satisfaction at the Air Hangat Barat District Office. Because to achieve productivity and achieve better agency goals requires good motivation and incentives, good job satisfaction, high motivation in employees and agencies, and loyalty from employees. When incentives, work motivation, job satisfaction, are given in a balanced manner, performance in employees also increases.

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