



The Effect of Incentives and Work Stress on Employee Performance during the Covid-19 Pandemic at the Office of the Director of PT. Perkebunan Nusantara III

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ABSTRACT

This study aims to determine the effect of incentives and work stress on employee performance during the COVID-19 pandemic at the Office of the Director of PT. Nusantara Plantation III. This research was conducted at PT. Perkebunan Nusantara III, Medan. The number of samples in this study were 51 people. Data was collected using a questionnaire in accordance with the indicators of each variable used. The data obtained were then analyzed using multiple linear regression analysis. The results show that incentives and work stress simultaneously have a significant effect on employee performance during the COVID-19 pandemic. The results of the t test show that incentives and work stress have a significant effect on employee performance.

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1. Introduction

Indonesia is currently experiencing a major problem caused by the spread of the COVID-19 outbreak, with this incident resulting in many institutions, especially educational services making efforts to break the COVID 19 chain, namely by reducing activities outside the home, providing recommendations for Work From Home to remain productive even though they are working. at home to prevent the spread of COVID-19.

Incentives are things that employees receive in lieu of contributions for the work they do in the company. Wages or salaries are important for everyone, especially for those who work. Every worker has the right to earn a decent income for humanity that can meet the needs of life. Therefore, in order to increase labor productivity, the wages or salaries they receive must be adequate. Prior to the onset of COVID-19, employees could receive compensation such as basic salary, medical benefits, incentives, bonuses and others which were used to increase their general physical needs. During the COVID-19 pandemic, some of these incentives were not received by employees, due to restrictions on work.

The existence of the COVID-19 pandemic has forced companies to minimize expenses for company operations, so salaries, benefits, bonuses for employees will be reduced or even eliminated. Some companies make policies for employees to work alternately with wages cut in half. This of course will make the employee's performance decrease.

In addition to incentives received by employees, employee performance is also influenced by work stress. With the COVID-19 pandemic, employee performance has decreased. This is because employees have worries and experience stress for fear of being exposed to COVID-19. The higher work stress can affect the decrease in employee performance, so that most employees are not careful in completing their work. Both because of the fear of being exposed to the virus or due to the new procedures implemented by the company so that they can still work during the COVID-19 pandemic.

Even though the company is in the COVID-19 pandemic, it demands good employee performance. Performance is a result of work that has been achieved by an employee in carrying out the tasks assigned to him according to skills, experience and sincerity as well as timeliness. Performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Mangkunegara, 2017:9).

2. Methods

This research was conducted at PT. Nusantara III Plantation, Medan. The population in this study were all employees at PTPN III Medan A total of 510 people. Determination of the sample using a simple random sampling technique. According to Arikunto (2015:103) that if the population is less than 100 people, it is better to take all so that the research is a population study, then if the object is larger it can be taken between 10-15% or 15-25% or more. The number of employees at PTPN III Medan is 510 people, so the researchers took a sample of 51 people. Data was collected using a questionnaire in accordance with the indicators of each variable used. The data obtained were then analyzed using multiple linear regression analysis.

3. Results and Discussion

3.1 Hypothesis test

a. Multiple Regression Test

Data analysis in this study used multiple linear regression analysis using SPSS 22 for windows with the following results:

Table 1
Multiple Linear Regression Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.931	4.540		5.711	.000
	Insentif	.589	.145	.452	4.057	.000
	Stres_kerja	-.473	.134	-.392	-3.519	.001

a. Dependent Variable: Kinerja

From the table above, a regression equation for employee performance can be formulated as follows:

$$\text{Employee Performance} = 25,931 + 0,589 \text{ Incentive} - 0,473 \text{ Job Stress}$$

Based on the results of the multiple regression equation shows that:

- 1) The X1 coefficient (incentive) is 0.589 which shows a positive relationship, meaning that if the incentive increases by 1 unit, the employee's performance increases by 0.589 units.
- 2) The X2 coefficient (work stress) is -0.473 which shows a negative relationship, meaning that if work stress decreases by 1 unit, then employee performance increases by 0.473 units.
- 3) Incentives (X1) have a greater influence than the work stress variable (X2). This means that incentives are very decisive in improving employee performance. This is indicated by the standardized beta value of the incentive variable (X1) > work stress (X2) > organizational support (X3), which is 0.452 > 0.3392.

b. Significance Test (F Test)

The F test was conducted to test the significance of the effect of incentives, work stress and organizational support simultaneously on employee performance. The results of the F test can be seen in Table 2.

Table 2
F Uji test
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	739.108	2	369.554	18.160	.000 ^a
	Residual	976.814	48	20.350		
	Total	1715.922	50			

a. Predictors: (Constant), Stres_kerja, Insentif

b. Dependent Variable: Kinerja

The procedure and criteria for accepting and rejecting the hypothesis are set out as follows:

- 1) Hypothesis:
 - ☐ = 0 : There is no significant effect between incentives and work stress on employee performance at PT. Nusantara III Plantation Medan.
 - ☐ ≠ 0 : There is a significant effect between incentives and work stress on employee performance at PT. Nusantara III Plantation Medan.
 - 2) Alpha (☐) = 0.05; k (number of variables), db=Nk-1, then based on the F-table, the F-table value of 5% (2:48) is 3.19.
 - 3) Criteria for acceptance and rejection of hypotheses
If $F_{count} > F_{table}$ then H_0 is rejected or H_1 is accepted, whereas if $F_{count} < F_{table}$ then H_0 is accepted or H_1 (the proposed hypothesis) is rejected.
 - 4) Based on the results of data processing with SPSS 22, it is known that F_{count} is 18.160 > F_{table} is 3.19; so H_0 is rejected or H_1 is accepted. This shows that incentives and work stress simultaneously have a significant effect on employee performance, thus the hypothesis is accepted.
- c. Partial Hypothesis Test (t Test)**

As a basis for accepting or rejecting the hypothesis, a causal relationship was tested using a t-test. Testing the hypothesis of the effect of the independent variable on the dependent variable by comparing the t-count value with the t-table value at a significant level of 0.05 or 5% at the degree of freedom (nk) then obtained t-table = 2.005.

The results of the t-test of the variables of incentives and work stress on employee performance can be seen in Table 3.

Table 3.
t test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.931	4.540		5.711	.000
	Insentif	.589	.145	.452	4.057	.000
	Stres_kerja	-.473	.134	-.392	-3.519	.001

a. Dependent Variable: Kinerja

From the table above, to determine the effect of the incentive variable on employee performance, it is done by comparing the t-count of 4.057 and t-table of 2.005, which means t-count > t-table, so it can be concluded that the incentive variable has a significant positive effect on employee performance.

To test the effect of the work stress variable on employee performance, it is done by comparing the t-count of 3.519 and t-table of 2.005 which means t-count > t-table, so it can be concluded that the work stress variable has a negative and significant effect on employee performance.

Based on this, it can be concluded that partially incentives and work stress have a significant
The Effect of Incentives and Work Stress on Employee Performance during the Covid-19 Pandemic at the Office of the Director of PT. Nusantara III Plantation (Fajar Rezeki Ananda Lubis)

influence on the performance of the employees of the Office of the Director of PT. Perkebunan Nusantara III, thus the hypothesis is accepted.

d. Coefficient of Determination (R^2)

The value used to see the coefficient of determination in this study is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The value of the coefficient of determination can be seen in Table 4.

Table 4
Coefficient of Determination Value
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 ^a	.431	.407	4.51113

a. Predictors: (Constant), Stres_kerja, Insentif

From Table 4 it can be seen that the adjusted R square value is 0.407 or 40.70%, namely the percentage of the effect of incentives (X1) and work stress (X2) on employee performance (Y) is 40.70%. While the remaining 59.30% (100% - 40.70%) is influenced by other variables outside this research model.

3.2 Discussion

a. Influence of Incentives on Employee Performance during the COVID-19 Pandemic

The results of statistical tests show that incentives have a positive and significant effect on employee performance. With the COVID-19 crisis, many workers in various companies have experienced layoffs. Meanwhile, for companies that are classified as large, to reduce losses that are quite large, the company applies incentive cuts to employees. This will have an impact on the income of each employee every month which will certainly affect their performance.

The decreasing income of each employee due to financial tightening by the company makes employees try to find other sources of income, namely incentives provided by the company. This will have an impact on increasing employee willingness to work so they can get incentives that will increase employee income that can be used for daily expansion during the COVID-19 Pandemic. According to Wibowo (2014), incentives are one of the most important factors in encouraging employees to work better and more efficiently in supporting their performance. By providing incentives to employees, it is expected to be able to make employees continue to gradually work in the company. Incentives are wages other than salaries based on the work of employees, so that to get greater incentives, employees will work better to achieve the targets set by the company. Providing incentives will increase motivation for employees to work harder.

b. The Effect of Work Stress on Employee Performance during the COVID-19 Pandemic

Statistical test results show that work stress has a negative and significant effect on employee performance. During the COVID-19 pandemic, employees are required to continue working even from home. This is because the company's activities must continue to run, so that the company's activities must continue to run even though it is done online. Not a few employees are surprised by this new habit, it can even cause stress and physical fatigue for employees considering that work from home activities are new things that must be done by employees without any preparation beforehand. Then employees must offer solutions to leaders or customers in doing their jobs.

The current situation, such as the COVID-19 pandemic, will certainly cause stress symptoms that affect the condition of employees. This condition can affect a person's physical, psychological, and behavior conditions in doing his job where there will be a decrease in performance if the stress is too excessive. In this case, employees must exercise self-control so that the stress that occurs does not endanger themselves and their work. The solution that must be given by the company in eliminating work stress that occurs due to the COVID-19 pandemic is to provide guarantees to employees that work is safe and minimizes exposure to COVID-19 by vaccinating and implementing good health protocols.

4. Conclusion

- a. The results showed that work incentives and stress simultaneously has a significant effect on employee performance during the COVID-19 pandemic.
- b. The results of the t test show that incentives and work stress have a significant effect on employee performance.
- c. Incentive factors have a more dominant influence on employee performance compared to work stress.

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