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Article

## THE EFFECT OF INCENTIVES AND WORKLOAD ON EMPLOYEE PRODUCTIVITY PT KARYA MENTARI SINERGI

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**Abstract:** This study examines the influence of incentives and workload on employee productivity at PT Karya Mentari Sinergi. Using a quantitative approach with SPSS version 25, data were collected from 48 employees through validated and reliable questionnaires. Multiple linear regression analysis was applied to test the hypotheses. The results reveal that both incentives and workload have a significant positive effect on employee productivity, both individually and simultaneously. These findings highlight the importance for companies to manage incentive systems and workload distribution effectively to enhance overall employee performance.

**Keywords:** Incentives, Employee Productivity, Quantitative Research, Multiple Linear Regression, Human Resource Management.

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### 1. Introduction

The sustainability of daily operational tasks within organizational and social environments largely depends on human involvement. As designers, executors, and supervisors of procedures, humans play a central role in optimizing other resources such as capital, technology, and information to meet organizational goals effectively and efficiently. However, when the needs and desires of individuals exceed the availability of resources, economic challenges arise.

To address this, many companies implement incentive programs to align employee motivation with organizational objectives. Harianja [1] defined incentives as direct payments tied to performance or profit-sharing as a result of improved productivity. Positive incentive structures help organizations enhance individual contributions and overall workforce value.

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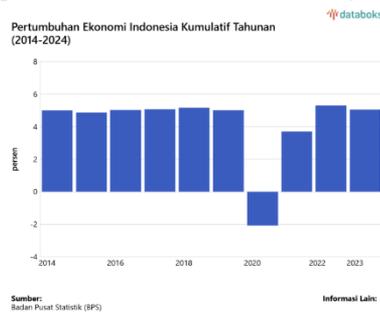
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PT Karya Mentari Sinergi, a company in the LPG distribution sector, is facing a significant decline in production target achievement—from an expected 15,000 cylinders per day to only 8,400. Initial observations and employee interviews reveal that excessive workloads and unequal incentive distribution (e.g., splitting bonuses between partners) have contributed to demotivation and reduced productivity among production staff.

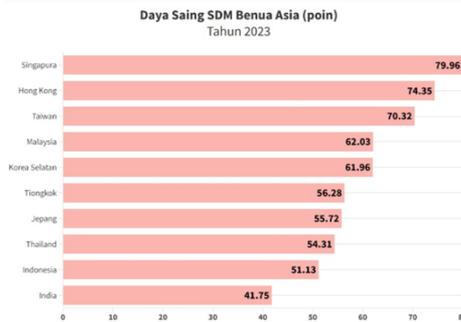
Figure 1.1 Graph Indonesian Labor Productivity Level 2014-2023



Source: Central Bureau of Statistics of Indonesia

This situation reflects a broader challenge in Indonesia's energy sector: how to maintain labor productivity amidst increasing energy demand and fluctuating supply chain conditions. National statistics indicate that Indonesia's labor productivity growth between 2014 and 2023 has been inconsistent, with a sharp drop in 2020 during the COVID-19 pandemic and a peak in 2022 due to GDP recovery [2]. In a broader Asian context, Indonesia ranked 9th in human capital competitiveness in 2023, below several neighboring countries, highlighting the urgent need to enhance workforce quality and productivity [3].

Figure 1.2 Graph of Human Resource Competitiveness of the Asian Continent



Source: Institute For Management Development

Incentives are widely recognized as essential in enhancing employee motivation. Studies such as that by Turangan et al. [4] demonstrate a significant positive relationship between incentive provision and employee productivity. However, workload is also a critical factor. Ariani et al. [5] found that excessive workloads can negatively impact mental and

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physical well-being, while tasks that are too simple can reduce engagement. The right balance of workload is necessary to ensure optimal performance.

Despite existing literature, limited studies have focused specifically on the combined effects of incentives and workload on productivity within the LPG distribution sector. This paper aims to fill that gap by examining the case of PT Karya Mentari Sinergi. The main objective is to assess whether and how incentives and workload significantly influence employee productivity. Findings from this research may provide empirical evidence to support the development of more effective human resource strategies, especially in energy-related industries under pressure from regional competition and rising consumer demand.

Based on the background description above and the findings regarding the problems that occurred, the researcher is interested in conducting research with the title “ The Effect of Incentives and Workload on Employee Productivity PT Karya Mentari Sinergi “

## **2. Literature**

### **2.1 Human Resource Management**

According to Batlajery (2016), management is a science, process, and art consisting of the actions of planning, organizing, mobilizing, and controlling carried out to determine and achieve predetermined goals through the utilization of human resources and other resources.

According to Desseler, G (2020), human resource management is the process of acquiring, placing, evaluating, and compensating employees, while also addressing labor relations, health, safety, and fairness. Human resource management focuses on creating strategies for the organization. Darmandi (2022) explains that human resource management strategy is crucial for organizations because it focuses on the organization's survival, its goals, and the creation of added value. This strategy encompasses the breadth and breadth of the organization, driving change, integrating the organization and its environment, and creating sustainable competitive advantage.

### **2.2 Herzberg's Two-Factor Theory**

According to Herzberg's Two-Factor Theory, this theory explains that in the workplace, there are two groups of factors that influence employees' attitudes toward their jobs:

1. Hygiene Factors (Extrinsic) These factors include external factors such as salary, working conditions, company policies, and incentives. When these factors are not met, it will lead to job dissatisfaction. However, even if met, it does not necessarily significantly increase satisfaction.
2. Motivator Factors (Intrinsic) These factors include the need for achievement, recognition, responsibility, and self-development. If met, these motivator factors will create job satisfaction and increase productivity.

In the context of this research, incentives fall into the category of hygiene factors, while workload can affect both hygiene and motivator factors depending on perception and the management implemented. If the workload is too high, it can lead to stress and fatigue;

conversely, a proportionate workload can encourage positive challenges and increase motivation.

Herzberg's theory is the right basis for explaining the relationship between incentives and workload on employee productivity, because it provides a comprehensive understanding of how job satisfaction and dissatisfaction are formed and how they impact performance.

### **2.3 Incentive**

Employees receive incentives as a form of extra payment in addition to their salaries as a reward for their hard work. These awards are intended to motivate staff to perform better and achieve higher levels of production. The purpose of these awards is to encourage employees to work harder and produce more. According to Siagian (2015), incentives are a technique used to boost worker productivity by providing additional money or promotions. With incentives, employee motivation can increase, thus encouraging them to continue improving their productivity and achievements. Incentives are an effective tool in building work morale, encouraging higher dedication, and creating a competitive and productive work environment.

### **2.4 Workload**

According to Koesmowidjojo (2017), workload is the process of determining the number of working hours used and required by human resources to complete a task within a specific period. If an individual's abilities exceed the demands of the job, they tend to feel bored. Conversely, if the demands of the job exceed the worker's abilities, it can lead to greater fatigue

### **2.5 Productivity**

The concept of productivity explains the relationship between achieved results and output. The rate at which a process can produce output using a given input is directly related to this concept. Currently, corporate brand extensions are evolving due to employee needs that align with the human resource needs of the parent brand's industry. For example, IT-PLN was established in 1998 to meet the specific need for a reliable electrical workforce. Another example is Telkom University, which was established in 1994 to meet the human resource needs in the telecommunications sector (Sofia et al., 2022). Focusing on the quantity of output produced by a process, productivity is calculated as the ratio of input to output. Various combinations of resources can usually be used to achieve the desired level of output (Panjaitan, M. 2018). Productivity refers to the optimal use of resources in the production process.

According to Wahyuningsih (2018), productivity can accurately describe the level of efficiency achieved, although productivity is often considered to provide greater incentives to change resources such as labor and machinery. This knowledge leads to the conclusion that three main components—work spirit, work procedures, and work results—are used as criteria for assessing work productivity. According to Sunyoto (2012), productivity is a mindset that reflects continuous efforts to increase output, accompanied by the belief that life in the future must be better than today.

### **3. Methods**

This study uses a quantitative comparative causality strategy. This study examines how employee productivity at PT. Karya Mentari Sinergi is affected by incentives and workload. The purpose of this study is to solve the identified problems. Several methods were used in the study. To examine the relationship between factors, specifically the impact of workload and incentives (as independent variables) on employee productivity (as the dependent variable), this study uses a quantitative methodology, collecting data using surveys, questionnaires, and systematic measurements. Damastara & Sitohang (2020) state that the comparative causality technique uses data collected after an event to determine the causal relationship between two or more variables.

### **4. Results**

#### **4.1. Result of Descriptive analysis**

##### **4.1.1. Incentive**

Based on table 4.3 above, the average value of the total respondent answers was 4.02, indicating that most respondents felt a positive influence from the provision of incentives from the company. Furthermore, the highest value of 4.10 was in statement 1, namely "Based on employee skills in working, employees feel satisfied with the bonuses they receive," which means employees agree that the company provides incentives based on what they do. The lowest value of 3.90 was in statement 9, namely "Employees understand the provisions or requirements for obtaining leave," which means employees must understand the procedures, provisions or requirements so that they can take leave. In general, employees have understood the provisions and requirements for obtaining leave, but more widespread socialization is needed to avoid confusion or procedural errors, especially for new employees or those in operational departments who rarely take leave.

##### **4.1.2. Workload**

The frequency distribution of the workload variable in Table 4.4 shows an average of 3.98 for all respondents. Statement 5 had the highest average score (4.25), indicating that most employees felt exhausted due to the amount of work. This reflects a high workload, both physically and mentally.

Meanwhile, statement 1 received the lowest average score (3.62), although its meaning is still related to workload. This indicates that while employees feel exhausted, not all directly feel the amount of work assigned is excessive. The difference in scores between these two statements indicates that employee fatigue is more likely a result of work intensity or pressure, rather than solely the volume or amount of work. In other words, employees may face work that is demanding in terms of time or concentration, although the quantity is not always perceived as excessive by all respondents.

##### **4.1.3. Productivity**

Regarding the frequency distribution of the employee productivity variable, the average score for the total number of respondents was 4.09, indicating that the majority of respondents agreed with the statements regarding productivity presented to each respondent. The table shows the highest average score of 4.19 for statement 5,

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"Continuously developing oneself to improve work skills," indicating that most employees have a high awareness of continuously improving work competencies.

Furthermore, the lowest average score of 3.96 for statement 7, "Smartly utilizing work time, facilities, and equipment," indicates that, although in the high category, there is still room for improvement in the efficiency of time and work resources. These results reflect that employee motivation for personal and professional development is quite high. However, in practice, the ability to optimally manage time and work resources is not yet fully distributed among all employees. This can provide input for companies to provide training in time management and more effective use of work facilities.

## **4.2. Uji Hypothesis**

### **4.2.1. Individual Parameter Significance Test (T Test)**

The purpose of this partial test is to determine whether the independent variable influences the dependent variable. A partial test is conducted if the calculated T-value is greater than the T-table value, which is 2.010. The significance value obtained is less than 0.05, indicating that the independent variable has a significant influence on the dependent variable.

The incentive variable has a calculated t-value of  $2.491 > 2.010$  and a significance value of  $0.016 < 0.05$ , according to the T-test results. This indicates that the Incentive variable X1 has a significant and positive influence on the Employee Productivity variable (Y). Therefore, H1 is accepted.

The T-test results based on the workload table show a calculated t-value of  $6.158 > 2.010$  and a significance value of  $0.000 < 0.05$ . This indicates that the Workload variable (X2) has a positive and significant influence on the Employee Productivity variable (Y). Therefore, H2 is accepted.

### **4.2.2 Simultaneous Significance Test (F Test)**

The purpose of this test is to determine whether each independent variable simultaneously influences the dependent variable. If the estimated F-value exceeds the F-table or its significance is less than 0.05, it indicates that the independent factors have a simultaneous influence on the dependent variable.

The results of the F-test indicate a significance value of  $0.000 < 0.05$ , and a calculated F-value of  $121.841 > 3.20$ , which is greater than the F-table value. Therefore, it can be concluded that there is a simultaneous influence of incentives (X1) and workload (X2) on employee productivity (Y) at PT. Karya Mentari Sinergi.

### **4.2.3 Determinant Significance Test (R2)**

This test is used to assess the extent of the relationship between two or more independent variables and the dependent variable by observing the  $R^2$  value. This test provides an overview of how much of the variation in the dependent variable can be explained by the independent variables.

The coefficient of determination test in the table shows an Adjusted  $R^2$  value of 0.837, or 83.7%. This means that 83.7% of the employee productivity variable can be explained by

incentives and workload. The remaining 16.3% is influenced by factors outside the research model.

## **5. Discussion of Research Results**

### **5.1. Incentives influence employee productivity.**

The hypothesis was tested using SPSS, and the findings showed that employee productivity was significantly influenced by incentives (X1). This statement was supported by the T-test findings, which showed that the incentive variable had a t-value of  $2.491 > 2.014$  and a significance value of  $0.016 < 0.05$ . This indicates that employee productivity (Y) is significantly and positively influenced by the incentive variable. Therefore, H1 is accepted.

Furthermore, the descriptive analysis showed a total average score of 4.02. The average score obtained from the total respondents' answers was 4.02, indicating that the majority of respondents perceived a positive influence from the company's incentives. Furthermore, the highest score of 4.10 was for statement 1, "Based on employee skills at work, employees are satisfied with the bonuses they receive," indicating that employees agree that the company provides incentives based on their work. The lowest score, 3.90, was for statement 9, "Employees understand the terms and conditions for obtaining leave," meaning employees must understand the procedures and conditions for obtaining leave. In general, employees understand the terms and conditions for obtaining leave, but more comprehensive communication is needed to avoid confusion or procedural errors, especially for new employees or those in operational areas who rarely take leave.

In line with previous research by Abdi Sugiarto and Iqbal Ramadhan (2021), incentives significantly impact employee productivity in companies. Given these positive and significant research findings, companies need to implement incentive programs for their employees to maintain stable productivity.

Incentives act as a motivating factor that increases employee morale and loyalty. Providing fair and appropriate incentives can motivate employees to work optimally and achieve predetermined targets. Employee satisfaction with incentives positively contributes to improved overall performance and productivity.

### **5.2. Workload affects employee productivity**

The hypothesis was tested using SPSS, and the results showed that employee productivity was significantly influenced by workload (X2). Based on the workload table, the T-test results showed a calculated T-value of  $6.158 > 2.014$  and a significance value of  $0.000 < 0.05$ . This indicates that employee productivity (y) is positively and significantly influenced by workload (x). Therefore, H2 is accepted.

The frequency distribution of the workload variable in Table 4.4 shows an average of 3.98 for all respondents. Statement number 5 had the highest average value (4.25), indicating that most employees felt exhausted due to the amount of work. This reflects a high workload, both physically and mentally.

Meanwhile, statement number 1 received the lowest average value (3.62), although the statement's meaning is still related to workload. This indicates that although employees

feel exhausted, not all employees directly feel the amount of work they are given is excessive. The difference in scores between these two statements suggests that employee burnout is more likely to be a result of work intensity or pressure, rather than solely the volume or amount of work. In other words, employees may face work that is demanding in terms of time or concentration, although the quantity may not be considered excessive by all respondents.

The results of this study align with those of Melisa Puspitasari and Petrus Wijayanto (2024), who found that workload positively impacts work productivity at PT. Ksmaltex. Employees do not feel overburdened, so workload does not become a major obstacle to the work process. The company is considered to have managed work distribution optimally, although there are still slight improvements in terms of task efficiency and responsibilities. An adequate workload allows employees to remain productive and focused on achieving work goals.

### **5.3. Incentives and workload simultaneously influence employee productivity.**

Employee productivity is significantly influenced by incentives (X1) and workload (X2), according to the results of the hypothesis test conducted using SPSS. The significance value in the simultaneous test shows a value of  $121.841 > 3.20$ , with a significance value of  $0.000 < 0.05$ . Therefore, it can be concluded that employee productivity (Y) is simultaneously influenced by incentives (X1) and workload (X2). Therefore, H3 is accepted.

The R2 value obtained from the coefficient test (R2) is 0.837, or 83.7%. This indicates that incentives and workload have an 83.7% influence on employee productivity. However, additional variables not included in this research model influence the other variables by 16.3%.

Therefore, it can be concluded that employee productivity is highly likely to be influenced by the simultaneous use of these two factors. With the results of the data on incentives and workloads which simultaneously influence productivity, it would be good for companies to always pay attention to every job given.

Employee productivity ranges from good to excellent, demonstrating consistency and commitment to completing tasks. Employees feel motivated to continuously develop themselves to enhance their abilities and contributions to the workplace. High employee productivity is positively correlated with adequate incentives and effective workload management.

## **6. Conclusion and Recommendations**

**Based on the results of research by employees of PT Karya Mentari Sinergi, it can be concluded as follows:**

Incentives have a significant and positive influence on employee productivity, based on the results of research conducted on 48 employees of PT. Karya Mentari Sinergi. This is evidenced by the results of the t-test which shows a calculated t-value of 2.491 greater than the t-table value of 2.014 and a significance value of 0.016 smaller than 0.05. This means that employee productivity increases along with the size and suitability of the incentives provided by the company. The results of the descriptive analysis which show

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that employees generally react positively to relevant incentive structures further strengthen this conclusion with an average response value of 4.02. With incentives that have a positive and significant effect, PT. Karya Mentari Sinergi is good to apply the Incentive method to its employees to encourage work productivity every day.

In addition, the research findings indicate that, workload significantly and positively affects worker productivity. The t-test findings indicate this, with a significance value of 0.000 and a t-count value of 6.158, both of which are much higher than the T Table. Therefore, productivity can be positively affected by organized and measurable tasks. However, PT. Karya Mentari Sinergi must be careful to ensure that the workload can be managed to prevent undue work fatigue. Employee perceptions of the current state of workload are good, as evidenced by the average value of 3.98 for the response to this variable, and based on the questionnaire results on statement No. 5 "So far I feel tired because there is too much work" received the highest value of 4.25.

Furthermore, this study shows that workload and incentives have a simultaneous impact on employee productivity at the same time. The F test findings indicate that the hypothesis is accepted because the calculated F value of 121.841 is higher than the F table of 3.20 and the significance value is 0.000. As a result, when combined, these two factors significantly increase worker productivity within the organization. This is further supported by the Adjusted R Square value of 0.837, which indicates that the incentive and workload variables cover 83.7% of the variance in employee productivity, with additional factors outside the scope of this study influencing the remaining 16.3%. Incentives and workload are also proven to have a simultaneous and significant effect on productivity, so PT Karya Mentari Sinergi needs to consider these two variables because both affect their work productivity.

**Based on the results of the research, here are suggestions or recommendations that can be given:**

It is recommended that the management of PT. Karya Mentari Sinergi, based on the data obtained, feel that the majority of respondents felt a positive impact from the company's incentives. In general, employees understand the terms and conditions for obtaining leave, but more comprehensive communication is needed to prevent errors or procedural mistakes, especially for new employees or those in operational areas who rarely take leave.

Workload management needs to be regularly addressed, as most employees feel fatigued due to the large amount of work. This reflects a high workload, both physically and mentally. In other words, employees may face work that is demanding in terms of time and concentration, although the quantity is not always considered excessive by all respondents.

The company may consider conducting regular evaluations and monitoring job satisfaction. While employee motivation for personal and professional development is quite high, in practice, the ability to optimally manage time and work resources is not yet

fully distributed among all employees. This can provide input for the company to provide time management training and more effective utilization of work facilities.

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