The effect of incentives and work communication on employee work productivity at the Belida Darat District Office, Muara Enim Regency

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ABSTRACT

This study examines the effects of incentives and work communication on employee productivity at the Belida Darat District Office in Muara Enim Regency, Indonesia. The study involved the entire population of 52 employees, comprising 17 civil servants (ASN), 22 non-civil servants (Non-ASN), and 13 fire brigade personnel. A saturated sampling technique was employed, whereby all members of the population were included in the sample. Data were analyzed using multiple linear regression with IBM SPSS Statistics version 29. The results indicate that incentives have a statistically significant partial effect on employee productivity. Work communication also demonstrates a statistically significant partial effect on employee productivity. Furthermore, incentives and work communication jointly have a statistically significant effect on employee productivity at the Belida Darat District Office. These findings indicate that both incentives and work communication are significant factors associated with employee productivity in the studied organizational context.

Keywords: *Incentives; Work Communication; Employee Productivity*

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INTRODUCTION

Every Government Agency needs human resources to achieve organizational goals and good human resources refer to those who can be properly oriented, work productively and provide positive energy for the agency. One of the things that can improve employee performance is by providing a good incentive system (Efendi et al., 2020). Companies should be able to maintain incentives for outstanding employees because it is a positive thing to motivate employees to work effectively and efficiently in order to realize superior employee work productivity (Oktariansyah, 2018).

Work factors as human resources plan, carry out and control every organizational activity in order to achieve goals The reality is often found that in the state of work conditions have been met, employee productivity is still felt to be too low, this is because work incentives and communication have a much greater influence on employee productivity (Ginting et al., 2020). Efendi (2020) stated that incentives are a form of money given by the organization's leadership to employees so that they work with high motivation and achieve organizational goals as a recognition of work achievements and employees' contributions to the organization.

However, the incentive itself is also not a benchmark for some employees as well as non-ASN they get quite low incentives but their performance still improves and has high work communication, this is an interesting phenomenon to be researched by the author. According to research conducted by Luhat (2017), it was found that communication can affect employee work productivity positively and significantly. Effective communication in the organization will make it easier for everyone to carry out the tasks that have become their responsibility (Hamili, as quoted in Yuliani, 2016).

Employee productivity is an important thing in the company, if employees work productively, the company is said to have achieved its goals and if employees do not work productively, the company is said to have not succeeded in achieving the company's goals (Shalikhah, 2018). Productivity is the ability of employees to achieve certain tasks according to standards, completeness, cost and speed so that the efficient and effective use of human resources in an organization is very important to increase overall effectiveness and efficiency (Hanasya, as quoted in Hayatun & Ernawati, 2022).

In the context of the Belida Darat District Office, Muara Enim Regency, the composition of the workforce includes civil servants, non-civil servants, and fire brigade personnel. Differences in employment status and incentive arrangements may coexist with differences in work responsibilities and communication needs. The original study identifies a relevant issue: employees may demonstrate satisfactory productivity despite differences in the incentives they receive. Nevertheless, the manuscript does not provide detailed descriptive evidence concerning incentive amounts, productivity levels, or communication practices at the office. Accordingly, this issue should be treated as the research motivation rather than as an established empirical finding about the institution.

The research problem addressed in this study is whether work incentives and work communication are associated with employee productivity, both individually and jointly, at the Belida Darat District Office. Specifically, the study aims to examine the partial relationship between work incentives and productivity, the partial relationship between work communication and productivity, and the joint relationship of both independent variables with employee productivity.

The contribution of this study is its examination of these two organizational factors within a local government office that includes employees with different employment statuses and work responsibilities. The findings are expected to provide context-specific evidence that can inform discussions about incentive policies,

communication practices, and employee productivity. The study may also serve as a reference for subsequent research that incorporates additional variables and examines the mechanisms through which organizational conditions are associated with productivity.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESIS

Incentive

According to Mangkunegara (as quoted in Efendi, 2020), the definition of incentive is a form of money given by the organization's leaders to employees so that they work with high motivation and achieve organizational goals as a recognition of work achievements and employee contributions to the organization.

Providing incentives can encourage employee morale and provide satisfaction, increasing productivity (Gorda, as quoted in Shalikhah, 2018). According to Suwatno (as cited in Shalikhah, 2018), the provision of incentives is influenced by the position or position, work performance, and company profits. The incentive indicators are divided into five, namely bonuses, commissions, profit sharing, compensation, and charters (Suwatno, as quoted in Anggiani, 2021).

Work Communication

Communication is an activity that causes others to interpret an idea and idea, especially those intended by the delivery of communication (Wahyuningsih, 2019). So it can be concluded that communication is a process of transferring information and understanding from one person to another. Communication that has been established and runs well will create understanding and comfort in working in harmony.

According to Hamili (as quoted in Yuliani, 2016), communication that runs effectively in the organization will make it easier for everyone to carry out the tasks that have become their responsibility. There are five communication indicators, namely, ease of obtaining information, communication identity, communication effectiveness, level of message understanding, and attitude change (Yuliani, 2022).

Work Productivity

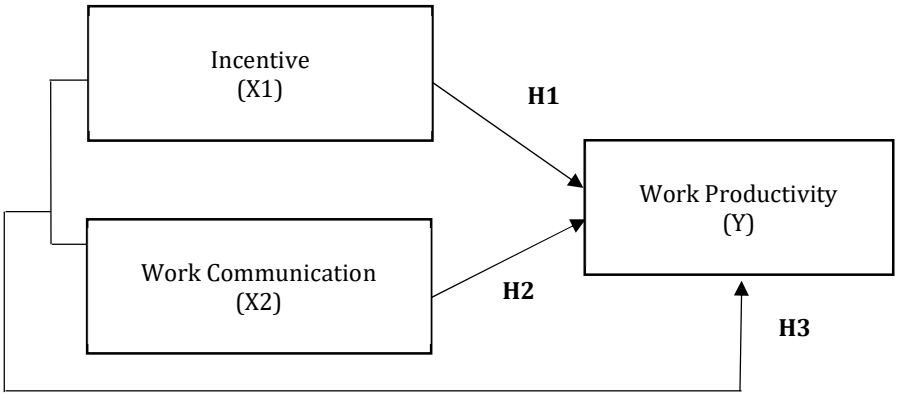
Productivity is generally said to be a comparison between the results that can be achieved with the overall power or factor of production used or the number of goods or services that can be produced by a person or group, person or employee in a certain period of time (Safitri, as quoted in Hayatun & Ernawati, 2022).

In work productivity, there are main elements that are the criteria for assessing it, the three elements are elements of work morale, work methods, and work results. Sutrisno (as quoted in Wahyuningsih, 2019) stated that productivity is very important for existing employees in the company. To measure employee work productivity, indicators are needed, namely ability, work morale, self-development, quality, and efficiency (Dicky, 2021).

Research Framework

This study examines work incentives (X1) and work communication (X2) as independent variables associated with employee work productivity (Y) as the dependent variable. Work incentives are considered relevant because recognition and rewards may encourage employees to contribute to organizational objectives. Work communication is considered relevant because the exchange of information and understanding may facilitate coordination and task completion.

The proposed relationships are presented in Figure 1. The framework illustrates the partial relationships of work incentives and work communication with employee productivity, as well as the joint relationship of both independent variables with the dependent variable.



Source: Authors' conceptualization based on the literature reviewed in this study, 2024

Figure 1
Research Framework

Research Hypothesis

The hypothesis in this are as follows :

H1: Work incentives have a significant partial effect on employee work productivity at the Belida Darat District Office, Muara Enim Regency.

H2: Work communication has a significant partial effect on employee work productivity at the Belida Darat District Office, Muara Enim Regency.

H3: Work incentives and work communication jointly have a significant effect on employee work productivity at the Belida Darat District Office, Muara Enim Regency.

METHOD

This study uses an associative method, a quantitative approach with data collection using instruments, and statistical data analysis Sugiyono (2020). The population in this study is employees at the Belida Darat Sub-district Office, Muara Enim Regency which totals 52 employees consisting of 17 ASN, 22 NON ASN, and 13 Fire Fighters.

The sampling technique used in this study is using a saturated sampling technique Sugiyono (2020), so that the number of samples in this study is the entire population, which is as many as 52 people. This study uses primary and secondary data sources with data collection techniques using documentation, questionnaires, and observations.

The analysis included instrument validity testing, reliability testing, multiple linear regression analysis, coefficient of determination analysis, partial t-tests, and a simultaneous F-test. Validity testing was intended to assess whether the questionnaire items measured the constructs they were designed to measure, while reliability testing using Cronbach's alpha assessed the internal consistency of the questionnaire items.

Multiple linear regression was used to estimate the relationships between work incentives and work communication and employee productivity. The coefficient of determination was used to evaluate the proportion of variation in employee productivity explained by the independent variables. Partial t-tests were used to assess the individual

regression coefficients, while the F-test was used to assess the joint statistical significance of the regression model.

Statistical significance was evaluated at the 5% significance level (α = 0.05). The reported analysis and interpretation were based on the statistical results presented in the original manuscript. Methodological references should be added to support these analytical procedures, using verified bibliographic sources appropriate to the journal's citation style. All statistical data analysis in this study was tested with the SPSS Version 29 (Statistical Package for Social Science) computer program.

RESULTS AND DISCUSSION

This research was conducted at the Belida Darat Sub-district Office, Muara Enim Regency. With a sample of 52 respondents, the distribution of this research questionnaire uses a google form with a total of 10 statement items, each variable for data purposes each statement item will be given a score with a measurement scale using an interval of 1-5. The statistical data processing of this study uses the SPSS for windows version 29 program as a testing tool.

Validity Test

According to Priyatno (2021), the validity test is used to see the extent of the determination and accuracy of an instrument in carrying out its measurement function. In this study, a validity test was carried out using the Cronbach Alpha method. The basis of the analysis used to test the validity is that if the significance value is <0.05, then Ho is rejected, meaning the instrument is valid, whereas the significance value is >0.05, then Ho is accepted, meaning the instrument is invalid (Priyatno, 2021) .

Based on the results of the validity test that has been carried out, a significance result of > 0.05 is obtained so that it can be concluded that each question item in the independent and dependent variables is declared valid.

Reliability Test

Reliability measurements were carried out using Cronbach Alpha. The limit of reliability is 0.60 if the value of Cronbach Alpha > 0.60 then the data is reliable, if the value of Cronbach Alpha < 0.60 then the data is not reliable (Priyatno, 2021). Reliability testing was conducted using Cronbach's alpha to evaluate the internal consistency of the questionnaire items for each research variable. A Cronbach's alpha value greater than 0.60 was used as the reliability criterion in the original study. The results reported in Table 1 indicate that all three variables exceeded this threshold.

Table 1
Reliability Test

Variable	Cronbach's Alpha	Reliability Standards	Information
Work Incentives (x1)	0.743	0.60	Reliable
Work Communication (X2)	0.730	0.60	Reliable
Employee Work Productivity (Y)	0.733	0.60	Reliable

Source: Data processed by researchers, 2024

Based on the reliability test in the Table 1 each indicator used in each question item in the study is said to be reliable because all statements in the indicators used have a value of > 0.60.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to find out how much influence independent variables, namely Work Incentives (X1), Work Communication (X2), on Employee Work Productivity (Y) (Priyatno, 2021). Multiple linear regression analysis was used to examine the relationships of work incentives (X1) and work communication (X2) with employee work productivity (Y). The regression coefficients reported in the original manuscript are presented in Table 2.

Table 2
Multiple Regression Analysis Test Results

Coefficients[a]

Type		Unstandardized Coefficients		Standardizied Coefficients
		B	Std. Error	Beta
1	(Constant)	18.362	5.452	
	Work Incentives	0.057	0.143	0.062
	Work Communication	0.546	0.158	0.538

Source: Data processed by researchers, 2024

Based on the data in the multiple linear regression test table above, it can be understood that the regression equation model is:

Y = 18.362 + 0.057 X1 + 0.546 X2

Explanation:

1. Constant (a) = 18.362 indicates a constant price, if the value of the independent variable = 0, then the work discipline (Y) will be 18.362.
2. Variable X1 is 0.057, if the work incentive variable is increased by 1%, then work productivity will increase by 0.057.
3. The X2 variable is 0.546, if the work communication variable is increased by 1%, then work productivity will increase by 0.546.

Determination Coefficient Analysis

Determination Coefficient Analysis is a number that states or is used to determine the coefficient or correlation given by a variable or more X (Independent Variable) to (Y) Bound Variable) (Priyatno, 2021). The coefficient of determination was used to assess the extent to which work incentives and work communication jointly explained variation in employee work productivity.

The reported model summary values are presented in Table 3.

Table 3
Results of the Determination Coefficient Analysis Test

Model Summary

Correlation	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.338	0.311	2.32533

a. Predictors: (Constant), Incentives, Work Communication
Source : Data processed by researchers, 2024

Based on the information presented in the Table 3, it can be interpreted that the Adjusted R Square value (Determination Coefficient) of 0.338 = 33.8% means that the

incentive variable, and work communication are able to contribute to the rise and fall of employee productivity by 33.8% while the rest is explained by other variables that are not included in this study.

Test t (Partial Test)

The t-test is used to find out whether or not the independent variable partially has a significant effect on the dependent variable (Priyatno, 2021). The partial t-test was used to assess whether each independent variable had a statistically significant regression coefficient when the other independent variable was included in the model.

The reported partial-test results are presented in Table 4.

Table 4
Partial Test Results (t-Test)

Coefficients[a]

Type		t	Sig.
1	(Constant)	3.368	.001
	Work Incentives	.400	.001
	Work Communication	3.458	.001

a. Dependent Variable: Productivity
Source : Data processed by researchers, 2024

Based on the results of the t-test (partial test) in the table above, it can be concluded as follows:

1. The Work Incentive variable has a significant value of 0.001<0.05 (5%) so it can be concluded that the Work Incentive variable has a significant influence on Employee Work Productivity.
2. The Work Communication variable has a significant value of 0.001<0.05 (5%) so it can be concluded that the work communication variable has a significant influence on employee work productivity.

Test F (Simultaneous Test)

The F test or regression coefficient test is used to determine which independent variables have a significant effect on dependent variables. This test was carried out by comparing the significant value of a= 0.05. The decision-making criterion if sig> 0.05, means that there is no simultaneous influence of the independent variable and the bound variable. So Ho is accepted, Ha is rejected, while if the sig is <0.05, it means that there is a simultaneous influence of the independent variable with the bound variable. So Ha was accepted by Ho and rejected (Priyatno, 2021).

The F-test was used to evaluate whether work incentives and work communication jointly contributed to the regression model for employee productivity. The reported result is presented in Table 5.

Table 5
Simultaneous Test Results (F-Test)

ANOVA[a]

Type		Sig.
1	Regression	.000b
	Residual	
	Total	

a. Dependent Variable: Productivity
b. Predictors: (Constant), Incentives, Work Communication
Source: Data processed by researchers, 2024

Based on the Table 5 it shows a significant value of 0.000<0.05, then Ha is accepted and Ho is rejected. So it can be concluded that the variables of Work Incentives and Work Communication simultaneously have a significant influence on Employee Work Productivity.

The Effect of Partial Work Incentives on Employee Work Productivity

The results of the partial test (t) of the Work Incentive variable have a significance value of 0.001<0.05 so that it can be concluded that the Work Incentive variable has a significant influence on Employee Work Productivity. The results of this study are similar to the results of Nelia and Amri (2023), Work incentives affect productivity. However, this study is different from the findings of Harahap (2020) which stated that there was no significant influence of job satisfaction on Employee Work Productivity.

The Partial Effect of Work Communication on Employee Work Productivity

The results of the partial test (t) of the Work Communication Variable have a significant value of 0.001<0.05 so that it can be concluded that Work Communication has a significant influence on Employee Work Productivity. The results of this study are similar to the results of Harahap (2020), Work communication affects productivity. However, this study is different from the findings of Dicky and Lampa (2021) who stated that there was no significant influence of job satisfaction on Employee Work Productivity.

The Effect of Work Incentives and Work Communication on Employee Work Productivity

Based on the results of the determination coefficient test, the Adjusted R Square value (Determination Coefficient) was obtained at 0.338 = 33.8%, meaning that the variables of incentives and work communication were able to contribute to the rise and fall of employee productivity by 33.8% while the rest was explained by other variables that were not included in this study.

The results of the partial test (t) on the variables of work incentives and work communication showed a significant value of 0.001 < 0.05 so that it can be concluded that the variables of work incentives and partial work communication have a significant influence on employee work productivity. Based on the results of the f test (simultaneous), a significant value of 0.000<0.05 was obtained, so it can be concluded that the variables of work incentives and work communication simultaneously have a significant influence on employee work productivity.

The results of this study are similar to the results of Ginting et al., (2020), work incentives and work communication affect employee work productivity. However, this study is different from the results of Anggiani (2021) which stated that there was no

significant influence between work incentives and work communication on employee work productivity.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the hypothesis test carried out, it can be concluded that partially the incentive variable has a significant influence on the employee work productivity variable. The provision of appropriate and fair incentives is able to increase employee motivation and morale, which in turn has a positive impact on work productivity. Likewise, the work communication variable partially has a significant influence on the employee work productivity variable. Effective communication between leaders and employees, as well as between fellow employees, creates a harmonious work environment and supports the smooth implementation of tasks, which has an impact on increasing work productivity. Simultaneously, the variables of incentives and work communication have a significant effect on the variables of employee work productivity at the Belida Darat Sub-district Office, Muara Enim Regency.

Based on the conclusion, there are several suggestions that may be considered by the sub-district office, including, the sub-district office needs to design a more effective and fair incentive system, in accordance with employee contributions and achievements, improving communication between leaders and employees through training and workshops. In addition, creating clear and open communication so that employees feel comfortable in conveying ideas, suggestions, and complaints. Finally, the sub-district office can also try to integrate incentive programs and work communication in a holistic management approach. This program must be monitored and evaluated periodically to ensure its effectiveness in increasing work productivity.

The Belida Darat District Office should periodically review the clarity and fairness of its incentive arrangements, taking into account employees' responsibilities, work contributions, and applicable organizational policies. Incentive policies should be communicated transparently so that employees understand the criteria and procedures governing their allocation.

The office should also strengthen work communication by ensuring that work instructions, administrative information, and task-related updates are conveyed clearly and consistently. Opportunities for employees to ask questions, provide feedback, and clarify responsibilities may help improve coordination and reduce misunderstandings in daily work.

Any implementation of these measures should be monitored and evaluated using appropriate indicators of employee productivity and organizational performance. The recommendations should be considered practical measures for organizational improvement rather than proof that a particular intervention will necessarily increase productivity.

Future research should consider additional variables that may help explain employee productivity beyond work incentives and work communication. Work motivation is a relevant variable because employees' willingness to exert effort may help explain how organizational rewards and workplace conditions relate to productivity. Work discipline may also be examined because attendance, compliance with procedures, and consistency in completing assigned tasks may be relevant to the achievement of work targets. Leadership style and the work environment are further potential variables because they may be associated with task coordination, access to resources, employee support, and the implementation of work responsibilities.

Subsequent studies could also examine whether relationships differ between civil servants, non-civil servants, and fire brigade personnel. These groups may have different duties, employment arrangements, and communication needs. However, subgroup comparisons would require appropriate sample sizes and a suitable research design.

Future researchers are also encouraged to use a larger sample across several local government institutions, where feasible, to improve the potential generalizability of the findings. The use of verified measurement instruments, transparent reporting of validity and reliability tests, and complete statistical outputs would strengthen the credibility and reproducibility of the results. A longitudinal or other appropriately designed study could further examine how changes in incentive policies or communication practices relate to changes in employee productivity over time.

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