

## The Influence of Motivation, Incentives, And Work Environment on The Performance of Civil Servants (Study At UPTB-UPPD / SAMSAT Whole Lombok Island Scope of BAPPENDA NTB Province)

Mukhlis Isnaini Putra, Sri Wahyulina, I Nyoman Nugraha Ardana Putra, Armi Sulton Fauzi, Raden Roro Dhiya Auliana Soesetio  
(Faculty of Economics and Business, University of Mataram, Indonesia)

**ABSTRACT:** This study aims to determine the Significance of (1) Motivation to Employee Performance, (2) Incentives to Employee Performance, and (3) Work Environment on Employee Performance. This type of research is causal association research, using a questionnaire as the primary data collection technique. The population is all civil servants at UPTB-UPPD / SAMSAT Whole Lombok Island, totaling 171 people by taking a sample of 78 employees. The data collection tool used is a questionnaire. Data analysis tools using SEM PLS analysis. The results showed that (1) Motivation has a significant positive effect on employee performance. (2) Incentives have a significant positive effect on Employee Performance. (3) Work Environment has a significant effect on Employee Performance.

**Keywords :** *Motivation, Incentives, Work Environment, and Employee Performance*

### I. INTRODUCTION

Human resources are an important component of any organizational management. Organizational goals require the use of human resources as system managers. Competent and well-performing human resources can help the company succeed. Conversely, incompetent human resources and poor performance are competitive problems that can harm the organization.

Human resources as system managers are needed to achieve organizational goals. Of course, for this system to work, its management must pay attention to several important factors, including leadership, motivation, work environment, performance, and others. Human resource management will be one of the most significant indicators to achieve company goals effectively and efficiently.

[12] explains that employee performance is a result achieved by the employee in his job according to certain criteria that apply to a particular job. The success or failure of employee performance that the organization has achieved will be influenced by the level of performance of employees individually and in groups. Performance (performance) is an organizational behavior directly related to producing goods or delivering services. Performance is often thought of as task achievement, where the term task itself comes from the thought of activities required by workers.

Based on the above definition, performance is a qualitative and quantitative result. The success or failure of the performance achieved by the organization is influenced by the level of performance of employees individually and in groups. Performance is measured by instruments developed in studies that depend on general performance measures, then translated into basic behavioral assessments that include various things, namely quantity of work, quality of work, opinions or statements conveyed, decisions taken in doing work and job descriptions [4].

In this study, researchers took factors directly affecting employee performance: work motivation, incentives, and work environment. With good work motivation, good performance will be created by employees or employees, and with a good work environment and the availability of work facilities and infrastructure and good relationships within a company, employees will feel good job satisfaction.

Incentives incentivize individuals to do their jobs better and improve their performance to generate employee enthusiasm for work [7]. According to [5] incentives, incentives are a form of payment linked to performance, as a profit sharing for employees.

Previous research conducted by [2] found that incentives significantly affect the performance of Coto Tamalanrea employees in Makassar City, in line with that [10,9] concluded that providing incentives significantly affects employee performance. In contrast, research by [6] found that Providing Incentives does not affect Employee Performance. From the results of the previous research above, it was found that there was a research gap between the dependent variable and the independent variable.

Motivation according to [5] motivation is a willingness to expend a high level of effort for organizational goals conditioned by the ability of that effort to meet one's abilities will participate in determining behavior and results. Meanwhile, according to [12] motivation is the process by which people's efforts are encouraged, directed, and continued towards achieving goals. Motivation is the most important component for an employee at work.

The results of research conducted by [9] have empirical research results through distributing questionnaires that have been tested for validity and reliability; the data can be described that there are 3% of employees who have quite high work motivation, while there are 58% classified as high work motivation and there are 39% who have very high work motivation.

According [3] in their research, motivation has a high influence on performance. In other words, motivation will be the main driver in improving employee performance. This means that employees who have high motivation will provide enthusiasm and energy to carry out their responsibilities and complete their tasks optimally. [6] also found that partially motivation significantly affects employee performance. [4], the work environment is everything around the workers that can affect them in carrying out their assigned tasks. Suppose the employee likes the work environment where he works. In that case, the employee will feel at home in his workplace to carry out activities so that working time is used effectively and optimistically, and employee performance is also high.

According to [8], the work environment is everything that surrounds employees at work, both physical and non-physical, directly, or indirectly, which can affect them and their work while they work. Employee performance can be improved by providing a pleasant work environment, while an unsatisfactory work environment can reduce performance and, as a result, employee motivation.

Some of the results of previous research on the relationship or influence of job satisfaction on employee performance were conducted by [2]. Work Environment has a positive and significant effect on employee performance at the BKPSDM office of Mataram City. This means that the higher the work environment, the better employee performance will be. Conversely, if the work environment is lower, employee performance will decrease; it can be stated that there is a positive and significant influence of the work environment variable on performance. Based on previous research conducted by [10] titled The Influence of the Work Environment on Employee Performance at PT Mentari Persada in Jakarta, it is concluded that the work environment has a positive and significant effect on employee performance at PT Mentari Persada in Jakarta.

Research conducted by [7] shows that the results of multiple regression analysis show that job satisfaction has a positive and significant effect on member performance. This means that job satisfaction has a direct relationship with employee performance, so it is assumed that job satisfaction has a positive and significant effect on the performance of members of Ditsamapta Polda NTB.

[4] in her research entitled The Effect of Work Environment and Work Motivation on Employee Performance at the Sleman Regency Manpower and Social Service. Shows that the work environment positively affects employee performance at the Sleman Regency Manpower and Social Service employee  $\beta = 0.046$ .

This research was conducted at UPTB-UPPD / SAMSAT Whole Lombok Island Scope of BAPPENDA NTB Province At UPTB-UPPD/SAMSAT, there are three sections. The first is the Administration Subdivision, the second is the Data Collection and Determination Section, and the third is the Payment and Collection Section. The Administration sub-section manages all human resources in UPTB-UPPD/SAMSAT, manages infrastructure, and manages finance. Data collection and determination section, conducting PKB and BBNKB payment service activities, updating motor vehicle data. Payment and billing section, submitting tax notification letters payable (SP2T), delivering, and collecting taxes payable with a letter of reprimand (ST), conducting joint tax awareness operations to increase taxpayer awareness to make tax payments and capture taxpayer vehicles that do not make tax payments, archiving overlapping notices / SKPD regional tax assessment letters.

UPTB-UPPD / SAMSAT Employee Performance emphasizes the achievement of the Target Realization of Motor Vehicle Tax Revenue (PKB) and Motor Vehicle Title Transfer Fees (BBNKB). In other words, UPTB-UPPD / SAMSAT employees are required to make efforts to achieve these targets. The performance of UPTB-UPPD / SAMSAT ASN employees generally focuses on the realization of the achievement of the Revenue Target through Motor Vehicle Taxes and Motor Vehicle Title Transfer Fees, which, of course, the Target has been set by the NTB Provincial DPRD together with the Governor. Then, the UPTB-UPPD / SAMSAT Target is determined and developed by the NTB Provincial Revenue Management Agency as the parent of all UPTB-UPPD / SAMSAT throughout NTB. According to service standards, excellent service becomes the focus of UPTB-UPPD / SAMSAT in facilitating the community.

The motivation of the Head of Samsat and other leadership elements is always echoed to UPTB-UPPD / SAMSAT employees to provide high morale to complete each employee's work targets. Then, providing incentives to UPTB-UPPD / SAMSAT ASN employees has been regulated through West Nusa Tenggara Governor Regulation Number 86 of 2022 concerning incentives for collecting regional taxes and regional Levies. This is also a motivation for employees to complete their work targets. Providing incentives is very interesting among the West Nusa Tenggara Provincial government. According to researchers' observations, the NTB Provincial Government ASN is tempted to move to UPTB-UPPD/SAMSAT because there is additional income (Incentives) there. But those who can enter UPTB-UPPD / SAMSAT are only people who have high performance in completing the targets that have been set and sometimes need to know working hours. Work Environment: The work environment at Samsat is quite good. Because all Tupoksiruns smoothly, infrastructure facilities are sufficiently fulfilled, and colleagues are humble but sometimes only focus on themselves at work.

## II. LITERATURE REVIEW

### Employee Performance

[5] define performance as the overall result of a person during a specific period in carrying out tasks, such as work result standards, targets goals or criteria that have been determined in advance and agreed upon together. Employee performance can also be seen as a combination of work results (what a person must achieve) and competence (how a person achieves it). The results of work, both in quality and quantity that can be achieved and carried out by an employee in carrying out duties and carrying out responsibilities given by superiors are called employee performance [1].

### Motivation

According to Heller (1998: 6) in [12], work motivation is the desire to act. There is an opinion that work motivation can be influenced from outside, but it can be understood that everyone has their way of motivating themselves. Motivation is a psychological process that arouses and directs behavior towards achieving goals or goal-directed behavior (Kreitner and Kinicki, 2001: 205). According to [5], work motivation is a process that causes intensity, direction, and persistence of individual efforts in achieving goals. Intensity shows how hard a person tries. Motivation is a measure of how long a person can maintain their efforts. Motivated individuals will stay on task long enough to achieve their goals.

### Provision of Incentives

HeidjrachmanRanupandoyo et al., in their book (Burhanudin Yusuf, 2015), define incentives as "a form of motivation expressed in the money." Likewise, T. Hani Handoko in his book Burhanudin Yusuf states "incentives are to increase employee motivation in an effort to achieve organizational goals". Abi Sujak in his book Burhanudin Yusuf also argues that "awards in the form of incentives on the basis of high work performance are a sense of recognition from the organization of employee achievement and contribution to the organization". From several experts, incentives can be interpreted as rewards in the form of money given by organizational leaders to employees to work with high motivation and achieve organizational goals.

Incentives are also defined as a form of payment linked to performance and gain sharing, as the sharing of profits for employees due to increased productivity or cost savings. This system is another form of direct compensation outside of salaries and wages which are fixed compensation, called a performance-based compensation system. Thus, two people in the same position will receive different wages or incentives because their achievements are different.

## III. METHOD

Causality associative quantitative research, which is a form of research using at least two connected variables, is used [7]. According to [10], associative research aims to determine the relationship between two or more variables. This research will build a theory to explain, predict, and control symptoms. Based on this opinion, this study wants to connect the influence of motivation, provision of incentives, and work environment on the performance of civil servants (Study at UPTB-UPPD / Samsat Whole Lombok Island Scope of Bappenda NTB Province). The data collection method used is the survey method. According to [1], the questionnaire method is a data collection tool consisting of a series of questions to collect information from respondents. The population used in this study were Civil Servants at UPTB-UPPD / SAMSAT throughout Lombok, namely UPTB-UPPD / SAMSAT Mataram, UPTB-UPPD / SAMSAT Lobar, UPTB-UPPD / SAMSAT Loteng, UPTB-UPPD / SAMSAT KLU, and UPTB-UPPD / SAMSAT Lotim Scope of Bappenda NTB Province, totaling 171 people. With details of Samsat Mataram: 44 people, Samsat Lobar: 34 people, Tanjung Samsat: 18 people, Praya Samsat: 38 people, and Samsat Lotim: 37. The data used in this study is quantitative data. According to [11], quantitative data is a research method based on positivistic (concrete) research data in numbers. Quantitative data in this study were obtained from questionnaires regarding motivation, provision of incentives, work

environment, and employee performance. There are 2 (two) data sources used in this study, namely primary and secondary.

#### IV. RESULTS

The R-Square value illustrates how much the ability of the independent variable to explain the dependent variable. The R-squared value is done through the bootstrapping process. The results of the R-Square value in this study can be seen in the table below:

After all statements are declared valid, the next is the AVE (Average Variance Extracted) value, as shown in the following table.

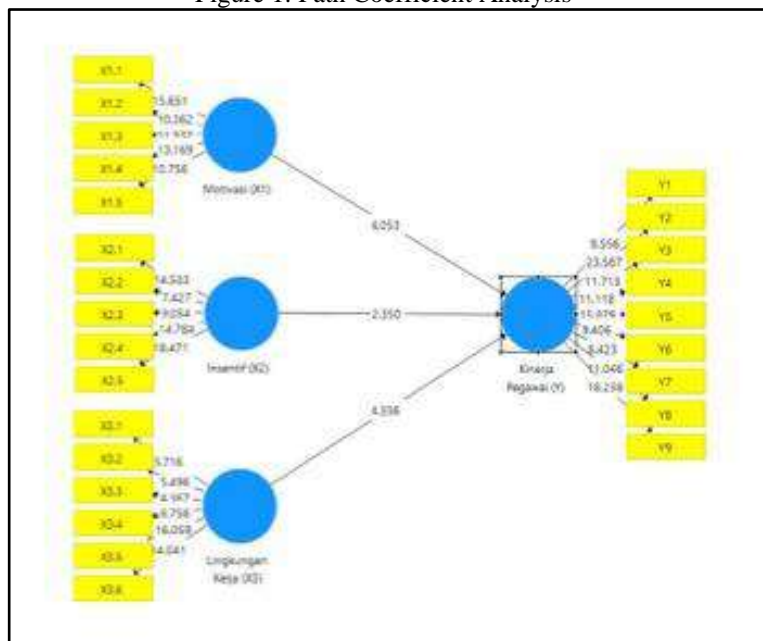
Table 1. R-Square Test Result

Variable	R Square	R Square Adjusted
Employee Performance	0.783	0.775

The output result of the R-Square value of employee performance is 0.783. These results indicate that the construct variables of motivation, incentives, and work environment can explain the variability of employee performance constructs by 78.3%, while the remaining 21.7% is influenced by other factors that are not included in this research variable. From the results of the R-Square value of 77.5%, it is included in the strong enough category.

Path coefficients are a value that is useful in showing the direction of the relationship between variables, whether a hypothesis has a positive or negative direction, while the evaluation of path coefficients aims to see the significance of the influence of the independent variable on the dependent variable. The evaluation of path coefficients was carried out by calculating through Bootstrapping, and the results below were obtained:

Figure 1. Path Coefficient Analysis



The purpose of hypothesis testing is to statistically test the truth of a hypothesis or assumption statement and draw conclusions whether to accept or reject the hypothesis or assumption statement. In hypothesis testing, this study uses several criteria that must be met, namely the original sample value, t-statistic value and probability value through Bootstrapping in PLS. The t-statistic value and p-value of each hypothesis in this study are shown in the following table:

Table 2. Hypothesis Test Results

Hypothesis	Relations	<i>t-Statistics</i>	<i>P Values</i>	
H1	Motivation -> Employee Performance	4,053	0,000	Significant
H2	Incentive -> Employee Performance	2,350	0,010	Significant
H3	Work Environment ->Employee Performance	4,336	0,000	Significant

Based on table above, it can be explained as follows:

a. H1 : Motivation has a significant effect on employee performance.

The effect of the motivation variable on employee performance has a t-statistic greater than 1.96 and a P value of less than 0.05. This shows that the motivation variable has a positive and significant effect on the employee performance variable, so Hypothesis 1 (H1) is accepted.

b. H2 : Incentives have a significant effect on employee performance.

The effect of the Incentive variable on employee performance has a t-statistic greater than 1.96 and a P value of less than 0.05. This shows that the incentive variable has a positive and significant effect on the employee performance variable, so Hypothesis 2 (H2) is accepted.

c. H3 : The work environment has a significant effect on employee performance.

The effect of work environment variables on performance has a t-statistic greater than 1.96 and a P value of less than 0.05. This shows that the work environment variable has a positive and significant effect on the employee performance variable, so Hypothesis 3 (H3) is accepted.

## V. DISCUSSION

### The effect of motivation on employee performance

The results of this study indicate that incentives have a significant effect on the performance of SamsatMataram and West Lombok employees. This means that the greater the incentive given to Samsat employees, the better their performance. Providing incentives at this Samsat office is one of the factors driving employees to improve performance. Providing incentives is a form of appreciation to employees for achieving the work targets set by the leadership. Motivation is one of the things that makes people act or behave in a certain way. So that they are motivated according to their needs. However, motivation and performance can be determined by human resources themselves. The purpose of motivation is to achieve a sense of common purpose by ensuring that the needs and goals of the organization are aligned with its employees.

### The effect of incentive on employee performance

This study's results indicate that incentives significantly affect the performance of SamsatMataram and West Lombok employees. This means that the greater the incentive given to Samsat employees, the better their performance. Providing incentives at the Samsat office is one of the factors driving employees to improve performance. Providing incentives is a form of appreciation to employees for achieving the work targets set by the leadership. In this case, the Samsat Office must achieve targets, namely sources of tax incentives such as motor vehicle tax payments, motor vehicle title transfer fees, motor vehicle fuel taxes, surface water taxes and cigarette taxes. Incentives for tax collection are given to Samsat employees as employees of the implementing agency for collecting local taxes as stipulated by West Nusa Tenggara Governor Regulation Number 86 of 2022 concerning Providing Incentives for Collecting Local Taxes and Levies.

### The effect of work environment on employee performance

The work environment has a significant effect on employee performance at the Mataram and Gerung Samsat Offices. This means that the better the work environment at the Mataram and Gerung Samsat Offices, the better the employee performance. The work environment at the Mataram and Gerung Samsat offices is one of the main factors that can improve the quality of work productivity in achieving predetermined performance targets. The work environment owned in the Samsat Office environment such as social, physical, and psychological life can affect employee performance. In carrying out their duties and responsibilities, employees of the Mataram and Gerung Samsat Offices already have a comfortable work environment in supporting work. Some supporting facilities such as adequate air temperature and humidity, ventilation, lighting, cleanliness of the workplace, complete work equipment.

## VI. CONCLUSION

From the results of the research and discussion above, the conclusions of this study are as follows:

1. Motivation has a significant effect on the performance of employees of the UPTB-UPPD / SAMSAT Whole lombok island office. This means that when the better the motivation received by employees, it can improve their performance. One of the factors that motivates employees is a sense of comfort at work. A comfortable atmosphere at work provides an encouragement for employees to continue to improve performance in achieving the targets of their institutions.
2. Providing incentives has a significant effect on the performance of employees of the UPTB-UPPD / SAMSAT Whole lombok island office. This means that the higher the incentive received, the higher the employee performance. The suitability of the incentives received by Samsat employees is proportional to the performance given to the office to achieve predetermined targets. Decent incentives are one of the strong incentives for each employee to work together to achieve work targets.
3. The work environment significantly affects the performance of UPTB-UPPD / SAMSAT Whole lombok island office employees. This means that the better the work environment at the Samsat office, the better the performance of its employees. In achieving the target, the Samsat office prepares decent and adequate facilities to support the work of its employees in improving performance. Therefore, the Samsat office must be able to fulfill facilities in both physical and non-physical forms for employees in improving performance. Adequate facilities are also a necessity that must always be always prepared because they must be able to adapt to very rapid technological developments.

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