

Influence of Incentives and Work Motivation on Employee Productivity at PT Panelindo Graha Nusantara

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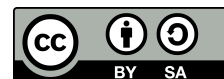
Productivity



ABSTRACT

This study investigates the impact of incentives and work motivation on employee productivity at PT Panelindo Graha Nusantara, a company operating in the electrical panel manufacturing sector. The importance of employee productivity in achieving organizational goals motivates this research, particularly in the context of human resource management strategies. **The objective is to analyze** both the partial and simultaneous effects of incentives and motivation on productivity. This research employs an associative quantitative method with a sample of 72 employees. Data were collected using structured questionnaires and analyzed through classical assumption tests, multiple linear regression, and determination coefficient analysis using SPSS software. **The results indicate** that incentives and work motivation both have significant positive effects on employee productivity individually and simultaneously. The partial tests show significance with t-values exceeding the critical t-value, and the simultaneous test reveals a significant F-value well above the threshold. The coefficient of determination suggests that 65.3% of the productivity variance can be explained by these two variables. **In conclusion, the findings** emphasize the critical role of properly designed incentive systems and motivation strategies in enhancing employee productivity. These insights provide valuable guidance for managers aiming to optimize workforce performance in similar industrial settings.

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1. INTRODUCTION

The development of machinery and electrical equipment in Indonesia's electricity sector has become increasingly important in line with the government's policy to promote the use of domestic products [1, 2]. This policy, coupled with rapid advancements in electrical infrastructure, has significantly impacted the growth and strengthening of the national industrial sector [3–5]. Electricity remains a fundamental energy source for both society and industry, highlighting the critical role of the energy industry in national development [6–8]. As a result, the domestic high-voltage electrical equipment industry has matured, successfully producing a wide range of products essential for power generation, transmission, and distribution [9]. Among the prominent players in this industry is PT Panelindo Graha Nusantara, a company specializing in electrical panel manufacturing and maintenance services, which contributes to fulfilling domestic demand and supporting the country's energy infrastructure goals [10].

At PT Panelindo Graha Nusantara, maintaining high product quality and deploying skilled technicians

are core company priorities, necessitating continuous improvement in employee performance and productivity [11]. Employee productivity is widely recognized as a pivotal factor in organizational success, as it directly influences the company's ability to achieve its targets efficiently and remain competitive in a demanding market [12]. Productivity can be defined as the ratio between the output produced and the input used over a given period [13]. According to Sinungan as cited in Busro, work productivity embodies the mindset that current work methods and results must continually improve compared to the past, thereby fostering sustainable growth. Hence, employee productivity not only affects individual departments but also determines the overall sustainability and advancement of the company [14].

Enhancing employee productivity requires deliberate and effective human resource management interventions [15]. Creating a comfortable and motivating work environment, providing incentives that reflect employees' performance, and delivering tailored motivation strategies are fundamental components in this process [16]. Incentives, including promotions, financial allowances, and other benefits, serve as tangible rewards for employees' achievements above standard expectations [17]. As outlined incentives represent performance-based compensation mechanisms that uphold principles of fairness and equity in the workplace, going beyond basic salary structures [18]. Moreover, contemporary incentive systems have evolved to include non-monetary benefits such as professional development opportunities and recognition programs, which enhance intrinsic motivation and employee engagement [19]. These multifaceted approaches are essential for fostering a committed workforce capable of sustained high productivity [20].

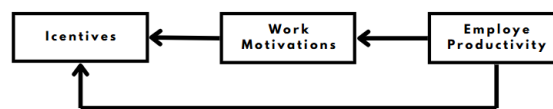


Figure 1. Influence of Incentives and Work Motivation on Employee Productivity

The figure 1 illustrates how both incentives (including monetary and non-monetary rewards) and work motivation (intrinsic and extrinsic factors) directly impact employee productivity. Together, these two factors explain 65.3% of the variance in productivity, highlighting their significant combined role in enhancing employee performance at PT Panelindo Graha Nusantara.

Finally, the focus on improving employee productivity through incentives and motivation aligns closely with the United Nations Sustainable Development Goal (SDG) 8, which advocates for sustained, inclusive economic growth, full and productive employment, and decent work for all [21]. By effectively integrating incentive and motivational strategies into their human resource management practices, companies like PT Panelindo Graha Nusantara not only optimize internal organizational performance but also actively support the broader goals of national economic advancement and global sustainable development [22]. Accordingly, this study aims to empirically analyze the influence of incentives and work motivation on employee productivity, offering practical recommendations for industrial firms in Indonesia and other emerging economies striving to enhance workforce effectiveness while contributing to SDG 8 [23].

2. LITERATURE REVIEW

2.1. Theories of Motivation and Incentives

Employee productivity is widely influenced by both incentives and work motivation, which have been extensively studied in organizational behavior and human resource management. Incentives, defined as rewards or compensations for achieving or exceeding performance standards [24], play a critical role in encouraging employees to enhance their output. Motivation theories such as Expectancy Theory [25] and Self-Determination Theory [26] explain how internal and external motivators affect employee engagement and productivity [27].

2.2. Modern Workplace Context

Recent studies have expanded the understanding of these factors within the context of modern workplaces, which increasingly involve digital tools, remote working, and flexible schedules. For example, [28] highlight that digital platforms enabling real-time feedback and recognition can significantly boost motivation

and performance. Similarly, [29] found that remote work environments require tailored incentive systems that consider autonomy and work-life balance to maintain employee productivity [30].

Furthermore, the evolution of incentive systems now includes non-monetary rewards such as professional development opportunities, flexible hours, and recognition programs [31]. These incentives align with intrinsic motivation factors, which are crucial for sustained engagement, especially in knowledge-based and technology-driven industries [32].

2.3. Role of Leadership and Organizational Culture

The interplay between motivation and incentives is also mediated by organizational culture and leadership styles. [33] suggest that transformational leadership positively influences how employees perceive incentives and motivation, leading to higher productivity. This is particularly relevant for manufacturing and technical service companies like PT Panelindo Graha Nusantara, where technical skills and quality standards are paramount [34].

2.4. Research Gap and Study Contribution

Despite extensive research, there remains a gap in understanding how traditional incentive and motivation theories apply in the context of Indonesian industrial companies undergoing digital transformation [35–37]. This study contributes to bridging this gap by empirically examining the simultaneous effects of incentives and motivation on employee productivity at PT Panelindo Graha Nusantara, with implications for similar companies in developing economies [38–40].

3. RESEARCH METHOD

This study employs a quantitative associative research method, which systematically investigates the relationships between variables to determine how one or more independent variables influence a dependent variable [41–44]. According to Sugiyono [45], associative research is designed to analyze the degree and direction of relationships among variables by collecting numerical data and applying statistical techniques [46]. This approach is particularly suitable for examining causal effects and testing hypotheses about how incentives and work motivation impact employee productivity within an organizational context [47].

The research was conducted on a sample of 72 employees at PT Panelindo Graha Nusantara, selected using random sampling techniques to ensure representativeness and minimize sampling bias [48]. Data collection was carried out through structured questionnaires developed to measure the key variables: incentives, work motivation, and employee productivity [49]. The collected data were processed and analyzed using SPSS software, incorporating various statistical procedures such as classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression to model the relationships between variables, and determination coefficient analysis to assess the explanatory power of the independent variables [50–52]. This methodological framework enables rigorous hypothesis testing to quantify the influence of incentives and motivation on productivity, ensuring the validity and reliability of the findings [53–55].

4. RESULTS AND DISCUSSION

4.1. Validity Test

The validity test was conducted using SPSS on questionnaire responses from 72 respondents to ensure that the instrument accurately measures the constructs of interest. The test involved calculating the correlation coefficients (r_{count}) between each questionnaire item and the total score for both independent variables, namely incentives (X1) and work motivation (X2), which comprised 20 items, as well as the dependent variable, employee productivity (Y), which consisted of 9 items. The critical value for the correlation coefficient (r_{table}) was determined based on the degrees of freedom formula $df = N - 2 = 72 - 2 = 70$, resulting in a threshold value of $r_{\text{table}} = 0.231$. The analysis revealed that all r_{count} values exceeded this critical value, demonstrating that each questionnaire item has a statistically significant correlation with its respective construct. This indicates strong content validity, confirming that the questionnaire items effectively capture the intended dimensions of incentives, motivation, and productivity. Consequently, the research instrument is deemed valid, providing a reliable basis for subsequent data collection and analysis.

4.2. Reliability Test

Table 1. Reliability Test of Variables

Research Variable	Cronbach's Alpha	Standard	Description
Incentive (Insentif)	0.860	0.60	Reliable
Work Motivation (Motivasi Kerja)	0.819	0.60	Reliable
Employee Productivity (Produktivitas Karyawan)	0.813	0.60	Reliable

Table 1 shows that all Cronbach's alpha values for the research variables are greater than 0.60, indicating that all statements in the questionnaires for the independent variables (incentive and work motivation) as well as the dependent variable (employee productivity) are reliable. This high level of internal consistency suggests that the measurement instruments used in the study are capable of consistently capturing the constructs they are intended to measure. Reliable questionnaires ensure that the responses reflect true variations in the variables rather than measurement errors, thereby strengthening the validity of subsequent statistical analyses. Consequently, the research findings based on these data can be regarded as trustworthy and replicable within similar contexts.

4.3. Classical Assumption Tests

1. Normality Test

Table 2. Normality Test Results (One-Sample Kolmogorov-Smirnov Test)

Parameter	Value
Sample Size (N)	72
Mean	0.000000
Standard Deviation	3.38195978
Test Statistic (D)	0.097
Asymp. Sig. (2-tailed)	0.091

Based on Table 2, the significance value (Asymp. Sig. 2-tailed) is 0.091, which exceeds the commonly accepted alpha level of 0.05. This result indicates that the null hypothesis of normality cannot be rejected, meaning the regression data used in this study follow a normal distribution. Establishing normality is a critical prerequisite for conducting parametric statistical analyses such as multiple linear regression, as it ensures the validity of hypothesis testing and confidence interval estimations. In addition to the Kolmogorov-Smirnov test results, the normality assumption was further supported visually through a Probability-Probability (P-P) plot, where the data points closely align along the diagonal reference line. This graphical evidence corroborates the statistical test and reinforces the conclusion that the residuals of the regression model are normally distributed. Meeting the normality assumption enhances the robustness and reliability of the regression outcomes presented in this study.

2. Multicollinearity Test

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF
Incentive	0.572	1.749
Work Motivation	0.572	1.749

Table 3 shows that the tolerance values for all independent variables exceed the threshold of 0.10, while the Variance Inflation Factor (VIF) values remain below 10. These indicators collectively suggest that multicollinearity is not present within the regression model. The absence of multicollinearity implies that the independent variables namely incentives and work motivation are not highly correlated with each other, which is essential for producing stable and reliable regression coefficient estimates. When multicollinearity is present, it can inflate the standard errors of the coefficients, leading to unreliable significance tests and reducing the interpretability of the model. Therefore, the current findings confirm that each predictor uniquely contributes to explaining variations in employee productivity without redundancy, supporting the validity of the multiple linear regression analysis performed in this study.

3. Heteroscedasticity Test

Table 4. Heteroscedasticity Test Results

Variable	B	Std. Error	t	Sig.
(Constant)	4.023	1.669	2.411	0.019
Incentive	-0.144	0.061	-2.354	0.211
Work Motivation	0.089	0.056	1.584	0.118

Based on Table 4, the significance values for the incentive variable (0.211) and work motivation variable (0.118) are both greater than the conventional alpha level of 0.05. This indicates that the null hypothesis of homoscedasticity cannot be rejected, meaning there is no evidence of heteroscedasticity present in the regression model. Homoscedasticity, or constant variance of the residuals, is a crucial assumption in multiple linear regression because violations of this assumption can lead to inefficient estimates and biased standard errors, which affect the validity of hypothesis tests and confidence intervals. The absence of heteroscedasticity in this study suggests that the variance of the errors is stable across different levels of the independent variables, reinforcing the reliability and accuracy of the regression results. Consequently, the findings derived from this model can be considered robust and trustworthy for drawing inferences about the effects of incentives and work motivation on employee productivity.

4.4. Hypothesis Testing

1. Partial Test

Table 5. Partial Hypothesis Test Results

Variable	B	Std. Error	t	Sig.
(Constant)	0.968	2.722	0.356	0.723
Incentive	0.663	0.100	6.653	0.000
Work Motivation	0.263	0.091	2.872	0.005

Table 5 shows that the incentive variable has a significance value of 0.000, which is well below the commonly accepted threshold of 0.05, and a calculated t-value of 6.653, exceeding the critical t-table value of 1.667. These results provide strong statistical evidence that incentives have a significant positive effect on employee productivity. This suggests that as the level of incentives increases, employees are likely to exhibit higher productivity, confirming the importance of performance-based rewards in motivating workforce output. Similarly, the work motivation variable demonstrates a significance value of 0.005, also below the 0.05 threshold, and a t-value of 2.872, which surpasses the critical t-value, indicating a significant influence on employee productivity as well. These findings imply that employees who are more motivated tend to perform better and contribute more effectively to organizational goals. Together, these results underscore the critical roles that both incentives and work motivation play as drivers of productivity, supporting the hypothesis that these factors independently enhance employee performance within the company.

2. Simultaneous Test

Table 6. Simultaneous Hypothesis Test (ANOVA)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	1596.246	2	798.123	67.815	0.000
Residual	812.073	69	11.769		
Total	2408.319	71			

Table 6 presents the results of the simultaneous hypothesis test, showing that the calculated F value of 67.815 is substantially greater than the critical F-table value of 3.13 at the 5% significance level, with degrees of freedom $df_1 = 2$ for the numerator and $df_2 = 69$ for the denominator. This significant F statistic indicates that, collectively, the independent variables incentives and work motivation have a statistically significant impact on employee productivity. The p-value associated with this F test is

less than 0.05, which further supports the rejection of the null hypothesis that these variables have no combined effect. These findings suggest that incentives and work motivation do not operate in isolation but interact together to influence employee productivity levels within the organization. This reinforces the importance of integrating both financial and psychological motivational strategies in human resource management practices to achieve optimal workforce performance.

4.5. Coefficient of Determination Test

Table 7. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.814	0.663	0.653	3.43062

Based on Table 7, the coefficient of determination (R^2) is 0.653, indicating that approximately 65.3% of the variability in employee productivity can be explained by the combined influence of the independent variables, incentives and work motivation. This relatively high R^2 value suggests that these two factors are substantial predictors of productivity within the context of PT Panelindo Graha Nusantara. However, it is important to acknowledge that 34.7% of the variation remains unexplained by the model, implying that other factors not included in this study such as organizational culture, leadership style, employee skills, or external economic conditions may also significantly affect productivity. Recognizing the limitations of the current model highlights opportunities for future research to explore additional variables that could further clarify the complex dynamics influencing employee performance.

4.6. Discussion

The results of this study demonstrate that incentives have a significant positive impact on employee productivity. This finding aligns with previous research indicating that both monetary and non-monetary rewards serve as powerful extrinsic motivators that encourage employees to enhance their performance. Incentives act as tangible acknowledgments of employee efforts, boosting job satisfaction and encouraging continued commitment. Organizations that effectively implement incentive programs can therefore expect notable improvements in workforce productivity, which ultimately contribute to achieving organizational objectives.

Work motivation was also found to significantly influence employee productivity. Motivated employees tend to exhibit greater engagement, enthusiasm, and persistence in their work tasks. Intrinsic motivators such as recognition, opportunities for growth, and autonomy play a critical role in fostering this motivation. A supportive and motivating work environment can encourage employees to take initiative and exceed performance expectations, sustaining productivity over time. Thus, fostering intrinsic motivation alongside external rewards is essential for maintaining high levels of employee performance.

The combined effect of incentives and work motivation highlights the importance of integrating both extrinsic and intrinsic factors in managing employee productivity. While incentives provide immediate reinforcement, intrinsic motivation nurtures long-term engagement and commitment. For managers, this suggests that a balanced approach one that includes fair and meaningful incentive systems alongside efforts to build a motivating organizational culture is key to sustaining productivity improvements. Continuous evaluation and adaptation of these strategies will help organizations meet evolving employee needs and maintain a competitive advantage.

5. MANAGERIAL IMPLICATIONS

5.1. Designing Effective Incentive Systems

The significant positive impact of incentives on employee productivity underscores the necessity for organizations to develop well-structured incentive programs. Managers should implement both monetary and non-monetary rewards that are directly linked to employee performance. Customizing incentives to recognize individual and team accomplishments can foster greater motivation, commitment, and productivity within the workforce.

5.2. Fostering Intrinsic Motivation

The influence of work motivation on productivity highlights the importance of cultivating an engaging and supportive work environment. Managers are encouraged to identify and promote intrinsic motivational

factors such as career development opportunities, recognition, and employee autonomy. Regular feedback, skill enhancement programs, and a positive organizational culture can strengthen employees' internal drive to perform at their best.

5.3. Integrating Incentives and Motivation

Since incentives and motivation have a combined, synergistic effect on productivity, managers should adopt a holistic approach to human resource management. Balancing extrinsic rewards with intrinsic motivators enables organizations to maximize employee engagement and output. Comprehensive strategies that integrate both elements can lead to sustained improvements in workforce performance, enhancing overall organizational competitiveness.

5.4. Addressing Additional Productivity Factors

While incentives and motivation explain a substantial portion of employee productivity, other factors such as leadership style, workplace conditions, and employee well-being also play important roles. Managers should regularly evaluate these additional aspects and adapt strategies accordingly to create an optimal environment for productivity. Continuous assessment ensures that management approaches remain effective amid evolving organizational needs and challenges.

5.5. Contribution to Sustainable Development Goals

The findings of this study support the achievement of SDG 8 by promoting decent work and improved economic productivity through well-designed incentive systems and motivational strategies. Companies that implement these recommendations contribute to inclusive growth and the creation of productive employment environments.


6. CONCLUSION


This study demonstrates that incentives have a significant partial effect on employee productivity at PT Panelindo Graha Nusantara. The partial hypothesis test results show a significance value well below 0.05 and a calculated t -value exceeding the critical t -table value ($0.000 < 0.05$ and $t = 6.653 > 1.667$), leading to the rejection of the null hypothesis (H_01) and acceptance of the alternative hypothesis (H_a1). Similarly, work motivation also exerts a significant partial influence on productivity, as indicated by a significance value below 0.05 and a t -value higher than the threshold ($0.005 < 0.05$ and $t = 2.872 > 1.667$), resulting in the rejection of H_02 and acceptance of H_a2 . These findings underscore the critical roles that both extrinsic incentives and intrinsic motivation play individually in enhancing employee performance within the organization.


Moreover, the combined effect of incentives and work motivation on employee productivity is statistically significant, supported by the simultaneous hypothesis test with a significance value under 0.05 and an F -calculated value far exceeding the F -table value ($0.000 < 0.05$ and $F = 67.815 > 3.13$). Consequently, H_03 is rejected and H_a3 accepted, confirming that these factors work synergistically to improve productivity. This suggests that a comprehensive approach incorporating both effective incentive systems and motivational strategies can lead to sustained improvements in workforce performance. Organizations similar to PT Panelindo Graha Nusantara are encouraged to integrate these elements into their human resource practices to achieve optimal productivity and maintain competitive advantage in the industry.


7. DECLARATIONS

7.1. About Authors

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7.2. Author Contributions

Conceptualization: BO; Methodology: MI; Software: RT; Validation: BO and MI; Formal Analysis: MI and RT; Investigation: BO; Resources: MI; Data Curation: MI; Writing Original Draft Preparation: BO

and RT; Writing Review and Editing: BO, MI, RT, and AM; Visualization: MI. All authors, BO, MI, RT, and AM, have read and agreed to the published version of the manuscript.

7.3. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

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The authors received no financial support for the research, authorship, and/or publication of this article.

7.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

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