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INFLUENCE OF INCENTIVES, WORK ENVIRONMENT, COMPETENCE ON EMPLOYEE PERFORMANCEPENUHSUNGAI CITY SERVICE AND HUMAN RESOURCES DEVELOPMENT AGENCY

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Abstract

This study aims to see the effect of (1) Remuneration for employee performance at the BKPSDM of Sungai Penuh City (2) The work environment on employee performance at the BKPSDM of Sungai Penuh City(3)Competence on employee performance at BKPSDM Sungai Penuh City(4)Incentives, work environment and competence have a joint effect on employee performance at the BKPSDM of Sungai Penuh City. The population in this study is allThere are 84 employees at the Sungai Penuh City BKPSDM. And the technique of determining the number of samplestaken as respondents using total sampling. The results of this study indicate that (1)Incentivehas a positive significant effect on the performance of employees at the BKPSDM Sungai Penuh City (2)Work environmentgive a positive influence on the performance of employees at the BKPSDM SungaiPenuh City (3)Competenceprovide a positive influence on the performance of employees at the BKPSDM SungaiPenuh City (4)Incentives, work environment and competenciesjointly have a positive effect on the performance of employees at the BKPSDM SungaiPenuh City

Keywords: Incentives, Work Environment and Competence

Prelimenary

Human Resources is a vital component for the Agency, because human resources are the main implementer of managerial and operational activities within the Agency. To achieve maximum agency performance, human resources or employees within the agency must have good performance (Mathis & Jackson, 2016).

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). (Umam, 2018). Furthermore, performance is about doing the work and the results achieved from the work. Performance is about what is done and how to do it (Wibowo, 2017).

However, the current fact is that the state's obligation to provide the best public services to the people has not yet been penuhy felt. The level of education and quality of health is still low, the

level of poverty and unemployment rate is still high, the condition of the workforce is not yet highly competitive, and public service facilities are not yet adequate (Irawati: 2015). When referring to one of the government agencies, what happened at the BKPSDM office in Sungai Penuh City, is the need for a study of mental revolution, especially regarding work environment incentives and competencies.

Various issues that develop in the field of the state apparatus cannot be separated from the institutional aspects, human resources of the apparatus, management, supervision and accountability as well as public services. The essence of efforts to solve problems related to these aspects is to realize good governance. In relation to efforts to realize good governance, efforts are also made through bureaucratic reforms that have been initiated in 2008 to become part of the agenda which will be continued in the following years so that the quality of sustainable development will be better and beneficial to the community both in terms of development organized by the central government and local governments.

The Personnel and Human Resources Development Agency (BKPSDM) of Sungai Penuh City is a body which is a supporting element of local government led by a Head of Agency and is under and responsible to the Regional Head (Mayor) through the Regional Secretary, has a role according to the characteristics, namely: more of an administrative nature in the formulation of policy formulations, guidance/guidance for the coordination of personnel affairs and the development of human resources for the apparatus. The performance of BKPSDM is evaluated by the Mayor at the end of each year.

Table 1
Results of the Initial Survey on the Performance of BKPSDM Employees in Sungai Penuh City

No	Dimension	Statement	Agree (Person)	Do not agree (Person)
1	Working Quantity	The quantity of my work exceeds what the organization expects	8	12
2	Work quality	The results of my work satisfy the leadership	12	8
3	Cooperation	I am able to work well with my co-workers	6	14
4	Responsibility	I am very penuhy responsible for the work I do	9	11
5	Initiative	I really like the challenge of a new job	8	12
		Average	**9**	**11**

Source: Pre-processed questionnaire

There are several phenomena that occur in the performance of BKPSDM employees in Sungai Penuh City. Employee performance so far has not been optimal, this can be seen from the number of employees who answered disagree on a survey conducted on 20 BKPSDM employees of Sungai Penuh City. On average, 11 respondents answered disagree while 9 people agreed. For example, indicator 1 on the quantity of work answered that 12 people disagreed and 8 people agreed. The last indicator on incentives also answered that 12 people did not agree and 8 people agreed. Based on this data, the researcher will conduct research on the performance of employees at the BKPSDM Sungai Penuh City. The factors that are thought to influence the low performance of BKPSDM employees are incentives,

The implementation of the incentive policy at the BKPSDM office in Sungai Penuh City has been regulated by Presidential Regulation Number 151 of 2015 concerning Performance Allowances within the Ministry of Home Affairs. good governance and clean.

In addition to incentives, another factor that affects performance is the work environment. According to Sedarmayanti (2011), the work environment is the whole of the tools and materials

encountered, the surrounding environment in which a person works, and the work arrangements both as individuals and as groups. Sedarmayanti stated that broadly speaking, the type of work environment is divided into two parts, namely the physical work environment and the non-physical work environment.

Workplace comfort both physically and non-physically is a hope for every employee, employees always demand a comfortable work environment, so that optimization of employee work can be achieved properly. The physical work environment is all physical conditions that exist around the workplace that can affect employees. Sedarmayanti (2011). While the non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors and relationships with fellow co-workers, or relationships with subordinates (Sedarmayanti in Rajali: 2014).

Because the physical work environment at the BKPSDM Sungai Penuh City has been carried out well, the non-physical work environment is an interesting aspect to study. There are five aspects of the non-physical work environment that can affect employee behavior according to Rivai and Mulyadi (2011), namely: work structure, work responsibilities, leadership attention and support, collaboration between groups, smooth communication and organizational culture. However, what employees feel is the difficulty of collaborating with co-workers. The attention that is less felt by employees when completing work and also the workload given by superiors to subordinates sometimes exceeds the provisions and makes employees feel bored with their work (Source: interview results).

Likewise, another factor that affects performance is competence. According to Wibowo (2012) competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude required by the job. Competence is defined as the abilities and characteristics possessed by a civil servant in the form of knowledge, skills, and behavioral attitudes in carrying out their duties and positions (PP No. 101 of 2000).

When viewed from the competence side at the Sungai Penuh City BKPSDM office, there are several employees who are given jobs but are not in accordance with their abilities. The employee's lack of ability to complete work is due to the age factor and lack of senior employee IT knowledge and inadequate skills. To achieve the performance targets of government agencies, every employee is required to have good self-competence. Employees who have good competence mean having skills in managing all work problems. Competence is used as reference material for agencies in conducting recruitment and selection (source: interview results).

The organization holds the principle of the right man on the right place. The statement shows that the functions of the organization must be filled by people who have competencies according to the positions they are responsible for. Adequate competence helps employees complete their duties and responsibilities so that it will affect the performance of the employee (Suhefriyandi: 2015).

Based on research conducted by Boedianto (2014), the results of this study state that incentives and performance targets have a significant effect on the performance of tax employees.As well as research conducted by Astadi (2015) states that the work environment has a significant effect on employee performance. And the research of Grossy Sanjaya (2015) states the results of the study that competence affect the performance of employees of PT. KAI. And research conducted by. Based on the descriptions above, it is important to look at these factors in influencing employee performance.

Based on the above background, the authorinterested in conducting research with the title "The Influence of Incentives, Work Environment and Competence on the Performance of BKPSDM Employees in Sungai Penuh City".

Research methods

The population and sample in a study have a central and decisive role (Muri A., 2015). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2015) population is the total number of objects or subjects that are used as data

sources in a study that have the same nature or characteristics. Thus, the population in this study were all employees and all honorariums at the BKPSDM Sungai Penuh City, totaling 84 people.

The technique in taking this sample uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population(Sugiyono, 2017). The reason for taking the total sampling is because according to(Sugiyono, 2017)the total population is less than 100, the entire population is used as a research sample.

Research result
Classic assumption test
Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method*kolmogorov-smirnov test*to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than = 0.05. The following results of the Variable Normality test can be seen in Table 2:

Table 2
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Performance	Incentive	Work environment	Competence
N		84	84	84	84
Normal Parameters	mean	41.2262	54.7143	24.8095	23.9643
	Std. Deviation	2.34059	3.64236	1.83327	2.52909
Most Extreme Differences	Absolute	.116	.112	.206	.161
	Positive	.110	.112	.206	.161
	negative	-.116	-.085	-.175	-.125
Kolmogorov-Smirnov Z		1.066	1.027	1,891	1.476
asymp. Sig. (2-tailed)		.206	.242	.102	.096

a. Test distribution is Normal.

Source:SPSS output results, 2022.

From Table2 above which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the performance variable (Y) is 0.206> 0.05 the incentive variable (X1) is 0.242> 0.05; work environment variable (X2) is 0.102> 0.05; the competency variable (X3) is 0.096> 0.05. So it can be concluded that the variables of performance, incentives, work environment, and employee competence at the BKPSDM of Sungai Penuh City are normally distributed.

Multicollinearity Test

Multicollinearity test is useful for testing whether there is a correlation between the independent variables in the regression model.A good regression model should not have a correlation

between the independent variables if the independent variables are correlated then these variables are not orthogunal.Orthogunal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF).The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 then the data is free from multicollinearity symptoms.can be seen in table 3 below:

Table 3
Multicollinearity Test Results

| Model		Collinearity Statistics	
		Tolerance	VIF
1	Incentive	0.990	1.010
	Work environment	0.930	1.075
	Competence	0.938	1.066
a. Dependent Variable: Performance			

Coefficientsa

Source:SPSS output results, 2022

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance of the residual from one observation to another observation is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph test (Scatter Plot). This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1

Figure 4.1
Heteroscedasticity Test Results
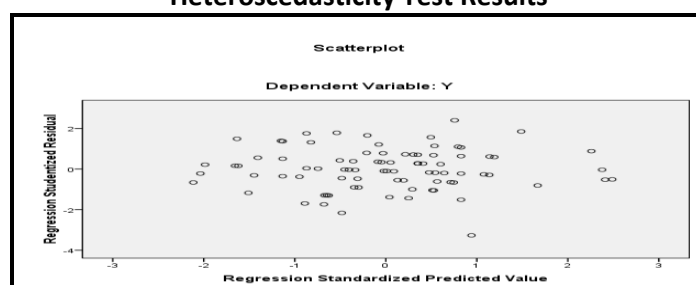
In Figure 4.1 above, it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. The spread of data points does not form a wavy pattern that widens then narrows and widens again. The spread of data points is also not patterned, so this shows that the data in this study does not occur heteroscedasticity.

Research Hypothesis Test
Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing t_{count} with ttable and sig value with = 0.05. In detail the results of multiple regression testing can be seen in Table 4

Table 4
Multiple Regression Equation

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34,563	6.084		5.681	.000
	Incentive	.594	.111	.147	5.321	.000
	Work environment	.417	.133	.013	3.118	.007
	Competence	.345	.106	.049	4.427	.001

a. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

Based on Table 4 above, the estimation model can be analyzed as follows:
Y =34,563+0.594(X1) + 0.417(X2) + 0.345(X3)
Based on the above equation it can be explained that:
a. From the above equation it can be seen that there is a constant value of34,563which means that if the incentive, work environment, competence is zero, then the value of the performance variable is at34,563. This means that the variables of incentives, work environment, competence contribute to improving the performance of employees at the BKPSDM Sungai Penuh City.
b. The value of the incentive regression coefficient is positive0.594. This means that if the incentive decreases by one unit, it will result in an increase in performance of0.594unit.

c. The value of the work environment regression coefficient is positive, namely 0.417. This means that if the work environment decreases by one unit, it will result in an increase in employee performance by 0.417unit.

d. The competency regression coefficient value is positive, namely 0.345. This means that if competence increases by one unit, it will result in an increase in employee performance by 0.345unit.

Statistical test t test and F . test

(t test)

The t test (partial) is intended to determine the effect of partially (individual)Incentives, work environment and competenciesaffect the performance of employees at the BKPSDM SungaiPenuh City. From table 4.15 it can also be done partially test (t test) each causal variable (independent) on the effect variable (bound) as follows:

Hypothesis Testing 1

The first hypothesis proposed is that incentives partially have a positive effect onemployee performance. Based on the results of the analysis of the t test, it is known that the significance level of the incentive variable is 0,000< of the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive effect between incentives on employee performance at the BKPSDM Sungai Penuh City.

Hypothesis Testing 2

The second hypothesis proposed is that the work environment partially has a positive effect onemployee performance. Based on the results of the analysis of the t test, it is known that the significance level of the work environment variable is 0,007< of the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between the work environment on the performance of employees at the BKPSDM Sungai Penuh City.

Hypothesis Testing 3

The third hypothesis proposed is that competence partially has a positive effect onperformance. Based on the results of the analysis of the t test, it is known that the significance level of the competency variable is 0,001< dai significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, which means that there is a significant influence between competence on employee performance at the BKPSDM of Sungai Penuh City.

F test (simultaneous)

The F test (feasibility of the model) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. From table 4.13, it can also be done simultaneously test (F test) of the independent variables together on the dependent variable.

Hypothesis Testing 4

The fourth hypothesis proposed is that incentives, work environment, and competence together have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the significance level of the incentives, work environment, and competence variables is 0.000 <0.05. Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis

proposed in this study is accepted, meaning that there is a jointly significant influence between incentives, work environment, and competence on the performance of employees at the BKPSDM Sungai Penuh City.. As can be seen in table 5 below:

Table 5
F . Test Results

ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,729	3	3.576	8,644	.000a
	Residual	443,973	80	5.550		
	Total	454.702	83			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (year 2022)

Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study is taken from the value of Adjusted R Square which can be seen in table 6

Table 6
Test results *R Square*

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854a	.729	.710	2.35577
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: SPSS Data Processing Results (Year 2022)

Based on the results of the analysis of R square is 0.729 this means 72.9% of employee performance is influenced by the independent variables incentives, work environment, competence. While the remaining 28.1% is influenced by other variables outside the model.

Discussion

The discussion of research results is intended to explain and interpret the research results

InfluenceIncentives for Employee Performance at the BKPSDM Sungai Penuh City.

The results of this study indicate that incentives have a significant positive effect on employee performance at the BKPSDM Sungai Penuh City. This indicates that incentives determine the performance of employees at the BKPSDM Sungai Penuh City. This means that the better and higher the incentives received by employees, it will improve employee performance.

From the results of this study, it can be seen that the work incentive variable has a coefficient of0.594which means that incentives have the greatest influence from other variables. This indicates that incentives can play a role in improving employee performance. If the BKPSDM Kota Sungai Penuh wants to improve employee performance, it must increase incentives for employees.

This is in line with the opinionAccording to Thoha (2010) remuneration is associated with rearranging the employee payroll system based on performance appraisals, with the aim of achieving a good and clean governance system.

Meanwhile, according to Mondy and Noe (in Marwansyah, 2010:269) remuneration is a form of reward received by an employee for their contribution to the organization. This understanding implies that its existence in an organization cannot be ignored. Because, it will be directly related to the achievement of organizational goals

The results of this study are in line with researchBoedianto (2017)which shows that incentives have a positive and significant effect on employee performance.Bambang Sanco (2016)the results of his research also show incentivessignificant effect on employee performance.

InfluenceWork Environment on Employee Performance at BKPSDM Sungai Penuh City.

The results of this study indicate that the work environment has a significant positive effect on the performance of employees at the BKPSDM Sungai Penuh City. This indicates that the work environment of employees determines the performance of employees at the BKPSDM of Sungai Penuh City. This means that the better and better the work environment in the agency, the better the performance of employees.

From the results of this study, it can be seen that the work environment variable has a coefficient of0.417which means the work environment has a big influence. This indicates that the work environment can play a role in improving employee performance. If the BKPSDM of Sungai Penuh City wants to improve employee performance, it must create a good and good work environment in the agency.

This is in line with the opinionAccording to (Sulistiyani & Rosidah, 2018) the work environment is a process of providing encouragement to subordinates so that subordinates can work in line with the given limits in order to achieve organizational goals optimally. Then the work environment is an encouragement to a series of processes of human behavior in achieving goals (Wibowo, 2017). Based on the opinions of experts, it can be concluded that the work environment is a driving force or impetus in a person to want to behave and work diligently and well in accordance with the duties and obligations that have been given to him (Kadarisman, 2017). Furthermore, the work environment is the result of the interaction of individuals and situations (Umam, 2018).

The results of this study are in line with researchDiana Khairani Sofyan (2013)which shows thatwork environment affects employee performance. Astadi Pangarso (2015) the results of his research also show thatwork environment has a significant effect on employee performance.

Influence InfluenceCompetence on Employee Performance at the BKPSDM of Sungai Penuh City.

The results of this study indicate that competence has a significant positive effect on employee performance at the BKPSDM Sungai Penuh City. This indicates that competence determines the performance of employees at the BKPSDM of Sungai Penuh City. This means that the better the competence of employees in an agency it will improve employee performance.

From the results of this study, it can be seen that the competence variable has a coefficient of0.345which means that competence has a great influence. This indicates that competence can play

a role in improving employee performance. If the BKPSDM of Sungai Penuh City wants to improve employee performance, it must improve and create good competencies for better employees.

This is in line with the opinionaccording toWibowo (2012) which says that every organization is formed to achieve certain goals and if it is achieved, then it can be called a success, to achieve success, a strong foundation is needed in the form of competencies possessed by employees. Furthermore, according to Rivai and Ella (2011) stated that competence is knowledge, skills and abilities related to work, as well as abilities needed for non-routine jobs. Competence is a key determining factor for someone in producing excellent performance. In a collective situation, competence is a key factor determining the success of an organization. Meanwhile, according to Garry Dessler (2011).

The results of this study are in line with the research of Mirahasti (2015) which shows thatThere is a positive significant effect between Competence on employee performance.

Influence of Incentives, Work Environment, Competenceon the Performance of Employees at the BKPSDM of Sungai Penuh City.

The results of this study indicate that incentives, work environment, and competence together have a significant influence on employee performance at the BKPSDM Sungai Penuh City. This indicates that incentives, work environment, competence determine the performance of employees at the BKPSDM of Sungai Penuh City. This means that incentives, work environment, competence, will improve employee performance. This is in line with research, Astadi Pangarso (2015),Diana Khairani Sofyan (2013),Mirahasti (2015)which shows thatThe results show that there is a significant influence between incentives, work environment and competence on employee performance

Conclusion

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. Incentives have a positive influence on the performance of employees at the BKPSDM Sungai Penuh City. This means that employee performance will increase if the incentives in the agency are good for employees and leaders, so that they are able to provide encouragement to employees in improving their performance, thus the first hypothesis (H1) is accepted.

2. The work environment has a positive influence on the performance of BKPSDM employees in Sungai Penuh City. This means that employee performance will increase if the work environment is good so that it can provide morale to employees in carrying out their work. The better and better the work environment of employees in the agency, the better the performance of employees in carrying out their work in the agency, thus the second hypothesis (H2) is accepted.

3. Competence has a positive influence on the performance of employees at the BKPSDM Sungai Penuh City. This means that employee performance will increase if the competence of employees is good, it will encourage performance at work, thus making employees enthusiastic and able to carry out their work well. And good and good competence will encourage high performance, thus the third hypothesis (H3) is accepted.

4. Incentives, work environment, competence together have an influence on the performance of BKPSDM employees of Sungai Penuh City. From the ANOVA test, the significance probability value is 0.000. The probability of significance is less than 0.05, with a significance level of 0.000 as a result Ho is rejected and Ha is accepted. Incentives, work environment and competence variables simultaneously affect the performance of employees at the BKPSDM Sungai Penuh City.

Suggestion

Based on the results of the discussion analysis and some conclusions in this study, the suggestions that can be given through the results of this study in order to get better results, namely:

1. Future researchers are expected to be able to examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is recommended to expand the scope of research on the effect of incentives, work environment, competence on employee performance. used in this study.

2. For incentives, it is recommended that agencies pay attention to the incentives given to employees in the agency, because this can be seen from the results of the survey and the results of respondents' responses to incentives, which are not in accordance with what employees receive so that they show poor results, if there are problems with incentives. , it is feared that it will reduce employee performance which will result in agency performance.

3. For the work environment, it is suggested to the agency to pay attention to the comfort of employees at work by creating a good and good work environment for employees in the agency, because this will have an impact on the psychology of employees if employees feel uncomfortable with the work environment in the organization, it will reduce their performance and enthusiasm at work.

4. For competence, it is suggested to agencies to pay attention to the competence of employees at work by creating good and good competencies for employees and leaders in the agency, because this will have an impact on employees if the agency feels that the competence of employees and leaders is very bad in the organization it will have an impact on declining employee performance.

5. For the agency management, it is expected that they pay attention to incentives, work environment for employees, and create a good work environment in the agency, because the work environment is a big influence in improving performance. Because to achieve better productivity and achievement of agency goals, a good work environment and incentives are needed, good competence, a good and good work environment for employees and agencies, as well as employee loyalty. When incentives, work environment, competencies are given in a balanced way, employee performance also increases.

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