

## **The Influence of Work Environment and Incentives on Employee Performance through Motivation**



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**ABSTRACT:** Optimal service for health service users is a necessity for the continuity of hospital operations. The determinant of service quality lies in employee performance. There are several factors that influence employee performance, including work environment, incentives and work motivation. This research aims to: examine the influence of the work environment and incentives on work motivation; examine the influence of the work environment, incentives and work motivation on employee performance; and examine the influence of the work environment and incentives on employee performance through motivation. The research population was 445 civil servant employees at Dr. Wahidin Sudiro Husodo Hospital. Determining the number of samples used the Hair formula, namely the number of indicators multiplied by 6 (23x6), so that a sample of 138 people was obtained. The sampling technique uses proportional random sampling. Meanwhile, data collection uses a questionnaire distributed to respondents. The data analysis technique uses SEM PLS. The research results show that: (1) work environment and incentives have a significant effect on motivation; (2) work environment, incentives and motivation have a significant effect on employee performance; and (3) work environment and incentives have a significant effect on employee performance through motivation. For this reason, if hospital management attempts to improve employee performance, this can be done by creating a conducive work environment and providing fair incentives accompanied by strengthening work motivation.

**KEYWORDS:** Work environment, incentives, motivation, employee performance.

### **I. INTRODUCTION**

The contribution of human resources through optimal work implementation is the key to organizational success. The contribution of organizational members includes, among other things, carrying out work in accordance with established standards. For this reason, organizational management needs to manage human resources appropriately to encourage organizational members to perform optimally in order to help achieve organizational goals.

In health service institutions, the role of employees is a strategic component that supports the success of the organization so that it can develop optimally. Good HR governance is a necessity for improving employee performance so that they contribute optimally to improving the quality of health service delivery. Because the quality of hospital services can increase if it is supported by facilities and human resources that have adequate capacity (Listiyono, 2015).

In order to achieve optimal performance, hospitals need to design good governance so that employees are motivated to contribute to achieving organizational goals. Employee workload must be accompanied by a clear job description accompanied by accurate performance assessment parameters. However, there are still hospitals that experience problems related to less than optimal employee performance, especially if they are faced with a busy volume of tasks and require quick completion. Meanwhile, the work environment support and incentives received are inadequate so that they are less able to motivate employees to work optimally. This kind of phenomenon is still encountered at the Dr. Wahidin Sudiro Husodo Hospital, Mojokerto City.

Regarding the high or low performance of employees, there are various factors that influence it. These factors include motivation, competence, career path, leadership, salary and compensation, and work environment (Hanafi & Yohana, 2017; Hasibuan, 2022). Various research results show that compensation, including appropriate incentives, has a significant positive effect on employee performance (Syamsir, et al. 2018). This means that implementing appropriate and targeted compensation will stimulate increased employee performance. Meanwhile, research results from Gusmao and Riana (2018) show that compensation has no effect on employee performance. The research results of Wei Liu and Yaoping Liu (2021) and Wazirman et al. (2021) shows that there is a positive and significant influence of providing incentives on employee performance. The more appropriate incentives are given to employees, the more their performance will increase.

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Apart from incentives and work environment, work motivation is also an important factor that influences employee performance. Work motivation is a potential force--- internal and external encouragement--- that moves employees to carry out work to achieve organizational goals (Looor-Zambrano, et al., 2022). Research by Rivaldo (2021) and Hasibuan (2022) shows that work motivation has a significant positive effect on employee performance. This means that strengthening employee work motivation will cause their performance to increase. Conversely, the lower their work motivation, the lower their performance will be. Furthermore, the research results of Khtatbeh, et al. (2020), shows that one of the internal factors that influences performance is work motivation, while external factors include compensation and career development programs implemented in the organization where you work.

Furthermore, the work environment also influences employee performance. According to Saputra, et al. (2021), the physical and non-physical work environment has a direct or indirect influence on employee performance. Meanwhile, according to Nasir, et al. (2020) that a conducive work environment can increase employee morale to contribute to organizational progress through improving performance. Various research results on the influence of the work environment on performance conclude that the comfort of the work environment has a significant positive effect on employee performance (Nasir, et al., 2020; Vivaldy & Toni, 2020; and Hanafi & Syah, 2021). This means that the better the working environment conditions, the greater the employee's enthusiasm to continue working, thereby increasing their performance. However, if one aspect of the work environment is not met, it can reduce employee performance. Research conducted by Lopez, et al. (2022), found that a bad non-physical work environment due to less harmonious relations between employees or between superiors and subordinates has a negative effect on employee performance. Thus, the physical and non-physical work environment needs to be created conducive for organizational members so that they are willing to contribute optimally to achieving organizational goals.

Based on these theoretical conceptions and problems, the aim of the research is to prove the significant influence of the work environment and incentives on motivation; prove the significant influence of the work environment, incentives and motivation on employee performance; prove the significant influence of the work environment on employee performance through motivation; and prove the significant influence of incentives on employee performance through motivation.

## II. LITERATURE REVIEW AND HYPOTHESIS

The work environment is one of the factors that influences employee performance. A conducive work environment will encourage employees to produce good performance, conversely if an employee works in a work environment that is not conducive it will make them lazy, get tired quickly so that the employee's performance will be low (Bambang, 2008). A conducive work environment can improve employee performance and conversely, an inadequate work environment can reduce employee performance.

A comfortable work environment causes employee concentration levels in work to increase, and these conditions cause employee work productivity levels to increase. Lee and Brand (2005) state that the work environment in a company is expected to provide support for employee performance. A pleasant work environment is an important element in ensuring employee productivity so that they can avoid stress that affects their performance. A good work environment is an important function in determining the level of employee motivation, productivity and performance (Sharma et al., 2016). Employee productivity is the most significant interest and is influenced by the work environment (Mwendwa et al., 2017).

Apart from that, work behavior is also closely related to the incentives received by employees. Providing incentives in return for services to employees who excel is a positive action to motivate employees to maintain their performance. According to Hasibuan (2017) incentives are additional compensation for certain employees for achieving achievements above standard. Incentives are a method of providing a sense of fairness to those who work more diligently and truly. Several indicators of providing incentives include: piecework, bonuses, commissions and maturity in the organization (Siagian, 2015:268)

Regarding the high or low performance of employees, there are various factors that influence it. These factors include motivation, competence, career path, leadership, salary and compensation, and work environment (Hanafi & Yohana, 2017; Hasibuan, 2022). Various research results show that the right incentives have a significant positive effect on employee performance (Wei Liu and Yaoping Liu, 2021; Wazirman et al., 2021). This means that providing incentives that are right on target will stimulate increased employee performance.

Apart from the work environment and providing incentives, motivation is also an important factor that influences employee performance. Work motivation is a potential force (internal encouragement or external encouragement) that moves employees to do something to achieve goals (Looor-Zambrano, et al., 2022). The research results of Rivaldo (2021) and Hasibuan (2022) show that work motivation has a significant positive effect on employee performance. This means that high employee work motivation will cause their performance to be even better. Conversely, the lower their work motivation, the lower their performance will be.

Furthermore, internal and external factors also influence employees in carrying out their work. According to Khtatbeh, et al. (2020), one of the internal factors that influences is work motivation, while the external factors include compensation, incentives, work environment and career development programs implemented in the organization where you work. Incentives

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provide a platform where companies can motivate their employees to improve their employee performance. Arnolds and Venter (2007); Daniel (2019); Wazirman et al. (2021) have all conducted research which shows the results that financial and non-financial incentives implemented by organizations as a form of appreciation for employees have a tremendous impact on work productivity.

Based on this rationale, the research hypothesis is formulated as follows:

- H1 : The work environment has a significant effect on motivation.
- H2 : Incentives have a significant effect on motivation.
- H3 : The work environment has a significant effect on performance.
- H4 : Incentives have a significant effect on performance.
- H5 : Motivation has a significant effect on performance.
- H6 : The work environment has a significant effect on performance through motivation.
- H7 : Incentives have a significant effect on performance through motivation.

### III. RESEARCH METHODS

The population of this study was 445 civil servant employees at RSU Dr. Wahidin Sudiro Husodo. Meanwhile, determining the sample refers to the opinion of Hair, (2010), namely the number of indicators x (5 -10). Based on this formula, the sample size for this study is =  $23 \times 6 = 138$  people. Meanwhile, the sampling technique uses proportional random sampling.

The operational definition of research variables is as follows: Work Environment (X1) is everything around the workplace that can influence employees either directly or indirectly on work activities. Work environment indicators include: security, cleanliness, order, beauty and family; Incentives (X2) are a form of payment that is linked to performance, as a distribution of profits for employees due to increased productivity or cost savings. Incentive indicators include: incentive amount, timeliness of incentives, and fairness in providing incentives; Motivation (Z) is an encouragement from within employees to achieve certain goals. Motivation indicators include: needs, job design, satisfaction, equity and goal setting; Performance (Y) is the result of work completed by employees in carrying out their duties and responsibilities within a certain period of time and in accordance with provisions. Performance indicators include: quantity, quality, time, cost, service orientation, integrity, commitment, discipline, cooperation and leadership.

To measure the research variables, a 5-level Likert scale was used with the following answer variations: strongly agree, agree, disagree, disagree and strongly disagree. Meanwhile, data collection uses a questionnaire that is distributed directly to respondents.

The data analysis technique uses Structural Equation Modeling (SEM) - PLS with the consideration that (1) does not require normally distributed data, (2) can use a small sample size, (3) does not require sample randomization, (4) can use a measurement scale apart from intervals, (5) allows formative indicators to measure latent variables, (6) is suitable for developing theory at an early stage, and (7) allows very complex models with many latent variables and indicators (Ghozali, 2018).

### IV. RESULTS

#### Evaluation of the Measurement Model (Outer Model)

The SEM PLS model measurements in the outer model are reflective measurements, because changes in the construct cause changes in the indicators. Measurement model testing is carried out to show the results of validity and reliability tests.

Validity testing is carried out to determine whether the construct meets the requirements to continue in research or not. In this validity test, there are two types of evaluation that will be carried out. Convergent validity with the reflective indicator model is assessed based on the correlation between the item score and the construct score. The correlation between item scores and construct values is said to be high if the outer loading value is  $> 0.7$ , whereas according to Chin, quoted by Ghozali (2018), an outer loading value between 0.5 – 0.6 is considered sufficient.

**Table 1.** Test Result of Convergent Validity

Variable	Indicator	Outer Loading	p-value
Work Environment (X1)	X1.1	0.769	<0.001
	X1.2	0.786	<0.001
	X1.3	0.828	<0.001
	X1.4	0.801	<0.001
	X1.5	0.801	<0.001
Incentive (X2)	X2.1	0.894	<0.001
	X2.2	0.820	<0.001
	X2.3	0.931	<0.001

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Motivation (Z)	Z.1	0.680	<0.001
	Z.2	0.786	<0.001
	Z.3	0.791	<0.001
	Z.4	0.773	<0.001
	Z.5	0.697	<0.001
Employee Performance (Y)	Y.1	0.654	0.022
	Y.2	0.720	<0.001
	Y.3	0.647	<0.001
	Y.4	0.763	<0.001
	Y.5	0.788	<0.001
	Y.6	0.673	<0.001
	Y.7	0.772	<0.001
	Y.8	0.808	<0.001
	Y.9	0.711	<0.001
	Y.10	0.776	<0.001

Based on table 1, it is known that all outer loading values for each item are stated to be  $> 0.5$  so they are considered valid. In this case, the indicators for each latent variable have a good level of validity and significance because they have a loading value  $> 0.5$  and a significance value  $< 0.05$ .

### Reliability Test

The construct reliability test is measured by two criteria, namely composite reliability and Cronbach's alpha. A construct is declared reliable if the composite reliability value is  $> 0.70$ . The following table presents the results of the latent variable coefficients output.

**Table 2.** Result of Reliability Test

Variable	Composite Reliability	Cronbach's Alpha
Work Environment (X1)	0.897	0.856
Incentive (X2)	0.914	0.857
Motivation (Z)	0.863	0.800
Employee Performance (Y)	0.920	0.903

Based on Table 2, it is known that the Composite Reliability and Cronbach's Alpha values for all items for each variable have a value of  $> 0.7$ , so it can be concluded that all items in each variable are reliable.

### Structural Model Evaluation (Inner Model)

The next stage is to carry out a structural evaluation (inner model) which includes model fit testing, path coefficient, and  $R^2$ . In the model fit test there are 3 test indices, namely average path coefficient (APC), average  $R^2$ — squared (ARS) and average variance factor (AVIF) with the APC and ARS criteria being accepted with the condition that  $p$  - value  $< 0.05$  and  $AVIF < 5$  (Sholihin & Ratmono, 2013).

**Table 3.** Model Fit

	Index	p-value	Criteria	Information
APC	0.358	$p < 0.001$	$p < 0.05$	accepted
ARS	0.584	$p < 0.001$	$p < 0.05$	accepted
AARS	0.576	$p < 0.001$	$p < 0.05$	accepted
AVIF	2.295	-	$AVIF < 5$	accepted

Based on table 3, it is known that the overall model fit index in the general SEM results meets the criteria.

Meanwhile, evaluation of the structural model which aims to predict the relationship between latent variables is evaluated using R-square. The R-squares values are 0.67 (strong), 0.33 (moderate) and 0.19 (weak) (Ghozali and Latan, 2015). The R-square test results are as follows.

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**Table 4.** Result of Coefficient Determination

Model	R <sup>2</sup>
Motivation	0.57
Employee Performance	0.60

Based on table 4, it can be seen that the R2 value of the work motivation variable is 0.57. This value shows that the work motivation variable can be explained by work environment and incentive variables by 57%, while 43% is explained by other variables outside this research model.

Furthermore, the R2 value of the employee performance variable is 0.60. This value shows that employee performance can be explained by work environment variables and incentives through work motivation as an intervening variable by 60%, while 40% is explained by other variables outside this research model.

## Hypothesis Testing

The results of the SEM PLS analysis parameter significance test on direct influence were used to test hypotheses 1 to 5. Meanwhile, indirect influence was used to test hypotheses 6 and 7. The results of the SEM PLS test on direct influence are as follows.

**Table 5.** Direct Effect Estimation Results

Relationship	Coefficient	p-Value	Information
Work environment → Motivation	0.42	0.000	accepted
Incentive → Motivation	0.39	0.000	accepted
Work environment → Employee Performance	0.30	0.000	accepted
Incentive → Employee Performance	0.13	0.050	rejected
Motivation → Employee Performance	0.54	0.000	accepted

Based on table 5, it can be concluded that there is a direct relationship between variables as formulated in hypotheses 1 to hypothesis 5, there are 4 hypotheses that can be accepted because the significance value is < 0.05 and one hypothesis is rejected (number 4) because the significance value is > 0.05. Meanwhile, the coefficient results show a positive sign, meaning that when the work environment is improved and incentives are increased for Dr. Wahidin Sudiro Husodo Hospital employees, work motivation will also increase; when the work environment is improved and motivation is strengthened, this will be followed by an increase in employee performance, however What is interesting is that when additional incentives were added to employees, it turned out that this did not result in an increase in employee performance.

Furthermore, the results of the SEM PLS test for indirect effects are as follows.

**Table 6.** Estimation Result of Indirect Influence

Relationship	Coefficient	p-Value	Information
Work environment → Motivation → Employee Performance	0.229	0.000	accepted
Incentif → Motivation → Employee Performance	0.210	0.000	accepted

Based on table 6, it can be concluded that the indirect relationship between variables as formulated in hypothesis 6 and hypothesis 7 is acceptable. Meanwhile, the coefficient results show a positive sign, this means that when the work environment is improved, there is a strengthening of work motivation and this is also followed by an increase in employee performance and when there are additional incentives for employees, there is a strengthening of work motivation and this is also followed by an increase in employee performance.

## V. DISCUSSION

### The work environment has a significant effect on motivation

The research results show that the work environment has a positive and significant influence on motivation with a positive influence value. This means that when the working environment conditions are more conducive, employee work motivation will



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be stronger. The results of this research support the research of Jayaweera (2015) and Brianda et al. (2019) that the work environment partially has a significant effect on employee motivation.

As is known, the work environment is an important variable in shaping employee work motivation. The work environment is everything around an employee that can influence him when carrying out and completing the tasks given to him by the organization. This argument is in line with the opinion of Lopez-Cabarcos, et al. (2022), that a conducive work environment can increase employee motivation to contribute to the organization.

### **Incentives have a significant effect on motivation**

The research results show that incentives have a positive and significant influence on motivation with a positive influence value. This means that when incentives are increased it can increase employee work motivation. Incentives as additional income are certainly expected by employees so that they can increase their living needs. Providing the right incentives will have a positive effect on employees, because it cannot be denied that incentives are the main goal of most working employees. According to Sherly, et al. (2021), incentives that are implemented well or on target will stimulate employee work motivation. However, if the incentives given are not on target then it will actually reduce work motivation.

An individual's main motive for working is to obtain a decent income from the company where they work, so that a person will be motivated to carry out work optimally if they earn sufficient income. Likewise employees, they certainly hope to earn a decent income for the services they have contributed to the Company so that they are enthusiastic about carrying out their work. The more appropriate the income received by employees, the more work motivation will increase. On the other hand, if employees do not get a decent income, it will reduce work motivation. The research results strengthen the research results of Triyanto, et al. (2016) and Alqudah, et al. (2022) that a decent income has a significant positive effect on employee motivation.

### **The work environment has a significant effect on employee performance**

The research results show that the work environment has a positive and significant influence on performance with a positive influence value. This means that when the work environment is more conducive, employee performance will increase. The results of this research confirm research by Narasuci & Setiawan (2018) that the work environment has a positive and significant effect on lecturer performance as well as research by Jayaweera (2015) and Brianda et al. (2019) that the work environment has a significant effect on employee performance.

The work environment is the physical and non-physical reality around employees that can influence individuals in carrying out their work. A comfortable work environment causes the level of employee concentration at work to increase, and this condition causes the level of employee work productivity to also increase. For this reason, employees pay great attention to their work environment, both in terms of personal comfort and ease of doing work (Lopez-Cabarcos, et al., 2022). This means that the better the physical and non-physical working environment conditions can encourage employee enthusiasm to continue to improve their performance. This argument is in accordance with the research results of Hanafi & Syah (2021), Nasir, et al. (2020) and Vivaldy & Toni (2020) which state that the work environment has a significant effect on employee performance.

### **Incentives have a significant effect on employee performance**

The research results show that providing incentives does not have a positive and significant influence on employee performance. This means that providing incentives is not successful in encouraging employee performance to an optimal level. Of course, the results of this research do not match the results of research by Wei Liu and Yaoping Liu (2021) that there is a positive and significant influence of providing incentives on employee performance, but the influence is less significant.

Theoretically, incentives are given to employees who successfully achieve work targets or exceed work targets with the aim of motivating them to maintain them. The amount of incentives is usually adjusted to the company's provisions. However, if the incentives provided are not well targeted and are not accompanied by clear criteria for the recipient, then the incentives are usually less able to optimize employee performance. As stated by Cascio (2014), the steps for determining effective incentives include: determining high work performance standards, developing an appropriate achievement assessment system, and linking awards strictly to work performance. This means that it is not certain that providing incentives will automatically encourage increased employee performance. Because, what needs to be paid attention to is how incentives are given on target to employees and of course the mechanism for providing incentives is regulated transparently and there is clarity in the criteria. To be able to improve employee performance through providing incentives, hospital managers need to formulate regulations that contain incentive parameters, delivery mechanisms and nominal amounts in order to stimulate employees to improve their performance.

### **Motivation has a significant effect on employee performance.**

The research results show that motivation has a positive and significant influence on performance with a positive influence value. This means that when work motivation becomes stronger, employee performance will increase. According to Loor-Zambrano, et al. (2022) without having high work motivation, it is impossible for employees to be able to carry out their work optimally. Strengthening work motivation intensively and consistently is a psychological driving force for employees to improve their performance.

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Work motivation is a psychological condition of a person who feels the need to carry out work to help achieve organizational goals. Work motivation for employees can move them to carry out work in accordance with established standards. Work motivation is a condition that moves employees to achieve work goals in their organization (Tambigon, 2018). For this reason, providing work motivation that is appropriate and appropriate to employee needs must be maintained so that employees carry out work in accordance with organizational standards. This argument is in accordance with research results that there is a positive and significant influence of work motivation on employee performance (Prasetyono, et al., 2018; Rivaldo, 2021).

### **The work environment influences employee performance through motivation**

Based on the indirect effect estimation results, it is known that the work environment has a positive and significant effect on employee performance through motivation. This means that the better the working environment conditions, the stronger the employee's work motivation will be to contribute optimally in helping achieve organizational goals. On the other hand, the worse the working environment conditions will have an impact on reducing employee work motivation in contributing to helping achieve organizational goals.

A good working environment is one of the key factors that shape employee work efficiency because it directly influences work and ultimately improves performance. Therefore, identifying and creating a good work environment is of great benefit in helping employees succeed in achieving organizational goals. A bad work environment, on the other hand, reduces employee motivation, work morale, and ultimately reduces work efficiency. The results of this research support the research of Brianda et al. (2019) that the work environment is a variable that has a significant influence on work motivation, then strong work motivation is a psychological encouragement for employees to move to carry out work optimally (Robbins & Judge, 2017; Looor-Zambrano, et al., 2022). For this reason, if hospital management hopes to improve employee performance, it is necessary to create a conducive work environment for employees so that they are strongly motivated to contribute optimally to the organization.

### **Incentives influence employee performance through motivation.**

Based on the indirect effect estimation results, it is known that work motivation is able to play a mediating role in the influence of incentives on employee performance and when incentives are increased, work motivation also strengthens, leading to increased employee performance. The results of this research strengthen the research results of Wazirman et al. (2021) that work motivation is able to function as a mediating variable for the influence of incentives on employee performance.

Incentives are a tool to motivate employees to work optimally. Incentives are extra income outside the specified salary or wages. Providing incentives is intended to increase employee income to meet the needs of them and their families. Employees tend to be enthusiastic about doing their work optimally if the incentives they receive are in accordance with eligibility standards. The greater the number of incentives received by employees, the more motivated they will be at work, which will have an impact on increasing their performance. This is in accordance with the research results of Sherly, et al. (2021) that compensation is the main choice for employees willing to work for an organization.

Providing incentives certainly takes into account eligibility standards and applicable regulations so that employees' basic rights can be fulfilled. Employees will be increasingly motivated to work optimally to realize organizational goals, if the feasibility of providing incentives is taken into account. This argument is in accordance with the research results of Syamsir, et al. (2018), that work motivation is able to mediate the effect of compensation on employee performance. Thus, if hospital management hopes to improve employee performance, it is necessary to provide appropriate incentives for employees so that they are strongly motivated to contribute optimally to the organization.

## **VI. CONCLUSION**

Employee performance is an important component for improving the quality of hospital services. Increased employee performance can be caused by appropriate incentives received by employees, a conducive work environment and strong work motivation. The position of the work environment and the provision of incentives as independent variables are proven to have a positive and significant effect on employee performance and work motivation. When a conducive work environment is accompanied by appropriate incentives, employee performance and work motivation also increases.

The role of work motivation as a variable that directly influences employee performance and as a mediating variable for the influence of the work environment and incentives on employee performance is proven to be positive and significant. For this reason, if hospital management attempts to improve employee performance, this can be done by creating a conducive work environment accompanied by adequate incentive amounts and at the same time followed by strengthening work motivation.

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