

## **The Influence of Incentives, Work Motivation and Work Stress on Performance of Office Officers, Lubuk Kilangan**

Didi Ariyadi, Sri Utari, Mateus Samalinggai, Tarsius Yan Haris  
*Magister Management STIE KBP*

**Abstract:** The purpose of this study was to analyze the effect of incentives, motivation and job satisfaction on the performance of the Lubuk Kilangan District Head Office employees. This research is motivated by low job satisfaction, incentives that do not meet the needs, the existence of regulations that do not support work, low employee motivation, employees feel dissatisfied with the applicable regulations both related to the implementation of work and incentives, and low performance results. agencies and employees of the Lubuk Kilangan sub-district office.

Research method with quantitative approach with multiple linear regression method. Data collection techniques with questionnaires, observations and interviews. The respondents of this study were 48 employees of the Lubuk Kilangan sub-district office. The sampling method used the total sampling method where the entire population in this study was used as the research sample. Hypothesis testing was calculated using the IBM Statistical Package for Social Science (SPSS) version 24.0 program.

The results of this study found that incentives have a significant effect on employee performance, work motivation has a significant effect on performance, job satisfaction has a significant effect on employee performance, from the ANOVA test obtained  $F_{count} > F_{table}$  or  $6.305 > 3.180$  with a significance level of 0.001 or 0.05, then incentives, work motivation and job satisfaction together have a significant effect on the performance of the Lubuk Kilangan District Office employees.

**Keywords:** incentives, motivation, work stress, employee performance

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### **Introduction**

Current developments show that local government agencies seem to be more responsive to changing circumstances in entering the era of globalization. Changes are very fast and competition is getting tougher, enabling every local government agency that wants to exist must be able to build and maintain high trust from the community. In order to achieve a balance in building and maintaining the organization, a local government agency must be able to manage its human resources optimally so that it has a positive impact on the organization, therefore the organization must have a way of managing its human resources. Management of human resources in an agency, among others, can be done by providing incentives,

According to Mangkunegara, (2016) argued that the quality and quantity of performance results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In companies/agencies to be able to compete with other similar industries, companies/agencies must have a competitive advantage that is very difficult to imitate, which will only be obtained from employees who are productive, innovative, creative, always enthusiastic and loyal. Employees who meet such criteria will only be owned through the application of appropriate human resource management concepts and techniques with high morale. To improve the performance of an employee in the company by giving rewards that are proportional to the work the employee has done.

The Lubuk Kilangan sub-district office is one of the sub-districts / sub-districts in the city of Padang, West Sumatra Province. Through this sub-district office, residents can take care of various forms of licensing. Some of the permits that are often made are related to the issuance of micro and small business licenses (IUMK), recommendation for SKCK cover letters, domicile certificates, permits to block roads for construction or events, ratification of poverty certificates, dispensation for marriage, recommendation and validation of applications for divorce, unmarried, and get married. Other documents that can be handled related to certain permits, such as letters for groundwater exploration, excavation of springs, letters on changes to land use, inheritance, and waqf. There are many other functions and duties of the sub-district office, so many community members deal with this government representative office.

There is a phenomenon that occurs in the performance of this Lubuk Kilangan sub-district employee. First, it can be seen from the number of strategic target indicators that have decreased. For example in Table 1, the Community Satisfaction Index recommendation indicator has decreased to 91% in 2021 from 95% in 2019. This includes strategic target indicators. The Percentage of Program Achievements in 2019 reached 97% but decreased in 2021 to 92%. . Although the achievement of this target indicator is still above 90%, this target indicator has decreased over the last three years. This condition clearly shows that the performance of the Lubuk

Kilangan District Office employees is not optimal. The factors that are thought to influence the low performance of these employees are incentives, work motivation and work motivationstresswork.

Table 1  
 Achievement of the Target Performance of the Lubuk Kilangan Sub-district Office

No	Target Indicator	2019 (%)	2020 (%)	2021 (%)
1	Community Satisfaction Index	95	92	91
2	Service Percentage According to SOP	94	95	92
3	Budget Absorption	98	97	95
4	Program Achievement Percentage	97	96	92

Source: Lakip

Both of these phenomena can be seen from the number of employees who answered disagree on a survey conducted on 20 employees of the Lubuk Kilangan District Office. 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 disagreed and 8 people agreed. Based on this data, the researcher will conduct research on employee performance at the Lubuk Kilangan District Office. The factors that are thought to influence the low performance of the Lubuk Kilangan sub-district employees are incentives, work motivation and satisfaction.

Table 2  
 Results of the Preliminary Survey on the Performance of the Lubuk Kilangan Sub-District Office Employees

No	Dimension	Statement	Agree (Person)	Don't 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 fully responsible for the work I do	9	11
5	Initiative	I really like the challenge of a new job	8	12
<b>Average</b>			<b>9</b>	<b>11</b>

Source: Pre-processed questionnaire

According to(Dessler, 2019)Incentives are salary increases awarded to an employee at a specified time in the form of a higher base salary, usually based exclusively on individual performance. Incentives are generally carried out as a strategy to increase the productivity and efficiency of companies/agencies by utilizing the behavior of employees who have a tendency to work as low as possible or not optimally. So that with the provision of incentives given to employees, the resulting performance is also very good for companies/agencies.

Providing incentives is one of the main things that must be considered by companies/agencies. The enthusiasm of employees can also be caused by the size of the incentives received. If employees do not get incentives that are in accordance with the amount of sacrifice in work, then these employees tend to be lazy to work and not enthusiastic which in the end they work as they wish without adequate job satisfaction, which is as expected by the employee. Meanwhile, according toRivai, (2019)argues that incentives are forms of payment that are linked to performance, as profit sharing for employees. Likewise according to(Mangkunegara, 2016), argued that incentives are a form of motivation expressed in the form of money on the basis of high performance and is also a sense of recognition from the organization on employee performance and contribution to the organization (company/institution).

The experts above further explain that incentives are the giving of money outside of salaries by organizational leaders as an acknowledgment of employee performance to companies/agencies. If the incentives provided by the company/institution are appropriate, the incentives provided will improve employee performance and job satisfaction. According toHariandja, (2014)Job satisfaction (job statistics) is the emotional state of employees where there is or does not occur a meeting point between the value of employee remuneration from the company/institution/organization with the level of remuneration value that is desired by

the employee concerned. Repayment for this employee's work, both in the form of "financial" and "non-financial". When satisfaction occurs, it is generally reflected in the employee's feelings towards his work, often manifested in the employee's positive attitude towards his work and everything he faces or is assigned to his work motivation.

The second factor is motivation. Motivation has a close relationship with the attitudes and behavior of a person. Attitudes that exist in each individual interact with values, emotions, roles, social structures and new events, which together emotions can be influenced and changed by behavior. This change in attitude is possible because the human mind is a complex force that can adapt, learn, and process any new information and changes it receives. Motivation itself can be interpreted as a condition in a person's self so that the person is driven to carry out an activity or activity. Therefore, motivation has a nature that cannot be separated from human nature itself. where humans individually have different qualities of self-existence from one another. Each individual has a different background and attitude towards the existing stimuli, so that the motivation that arises in each individual is different.

The third factor is work stress. The pressure at work makes leaders do everything they can to meet the expectations that have been targeted by the agency. The subordinates assess this attitude of course with different perceptions and different levels of stress. With the emergence of stress at work caused by the pressure in the work itself or that comes from the leadership will have an impact on the performance of employees. According to (Sitiono, 2015), work stress can have a positive effect that is needed to produce high performance, but in general work stress is more detrimental to employees and agencies. However, the results will be inversely proportional if an employee works without work pressure, what happens is that his performance is less than optimal and tends to be ineffective and more likely to be individualistic in his work environment which of course will have a negative impact on achieving targets and employee job satisfaction itself. The negative impact of job stress can cause job dissatisfaction, increase the number of employees who leave and lose workers recruited by other agencies (Slocum, 2011).

For the results of research on the effect of work stress in previous studies conducted by several researchers including: (Sari, 2017), (Susanti, 2017) stated that the results of research in the form of work stress have a positive and significant effect not only on job satisfaction and employee performance but also on other variables such as turnover intention. Unlike the case with the results of research conducted by (Princess, 2013) (Muafi, 2017) which suggests the results of research in the form of work stress has a negative and no significant effect on employee performance.

From some of these previous studies, no one has studied how the influence of incentives, work motivation and job satisfaction on employee performance. Almost all of these studies examine in a company / agency. To develop this research in education, especially in employees, the researchers are interested in studying this phenomenon with the title "The Effect of Incentives, Work Motivation and Work Stress on the Performance of the Lubuk Kilangan Sub-District Office Employees"

### **Research methods**

The population in this study are all employees of the Lubuk Kilangan sub-district office totaling 48 people.

According to Sugiyono, (2017) is part of the number and characteristics possessed by the population. The sampling process or sampling is defined as the process of taking several items from the population so that the characteristics of the sample can be identified with the population. So that the sample can be identical to the population, then the sampling must be correct (Now, 2016). This sampling technique 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 total sampling is because the total population is less than 100 and the entire population is used as a research sample.

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

**Where:**

Y	= Performance
a	= Intercept Constant
X1	= Incentive
X2	= Work Motivation
X3	= work stress
b1, b2, ...	= Regression Coefficient

## Research Result

### Classic Assumption Test

#### Normality Test

Test this normality is used by the author to test the normality of the regression model. The test was carried out using the kolmogorov-smirnovtest method on 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 results of the normality test can be seen in table 3.

Table 3  
Normality Test Results

		Standardized Residual
N		48
Normal Parameters, b	mean	.0000000
	Std. Deviation	3.03128192
	Absolute	-121
Most Extreme Differences	Positive	.085
	negative	-121
Kolmogorov-Smirnov Z		0.080
<b>asymp. Sig. (2-tailed)</b>		<b>,123c</b>

Source:SPSS output results, 2022.

Based on tableinabove which is the 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 Asymp value. Sig. (2-tailed) = 0.123 > 0.05. So it can be concluded that the variables of incentives, motivation, work stress and performance are normally distributed.

#### Multicollinearity Test

Multicollinearity test is useful to test whether the regression model found a correlation between independent variables. 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, 2017). 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 4.

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables. So this research model is free from multicollinearity problems.

Table 4  
Multicollinearity Test Results

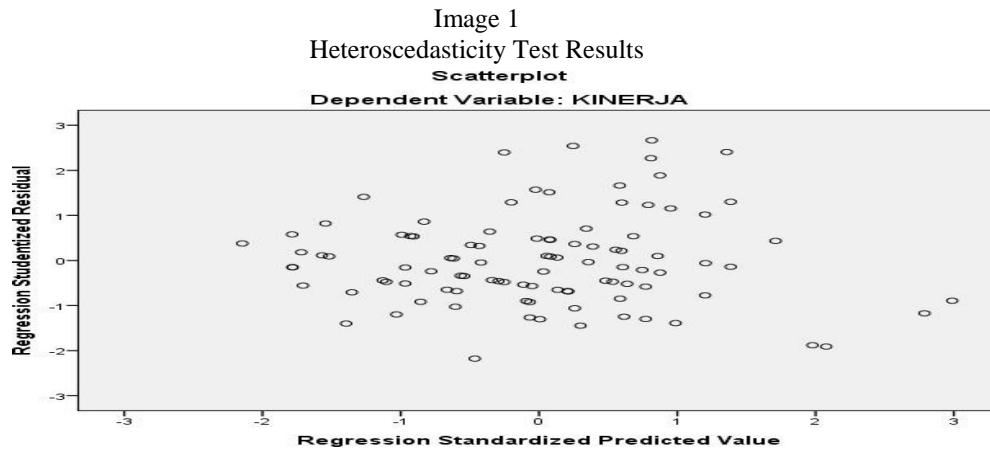
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Incentive	,999	1,001
	Work motivation	,998	1.002
	Work Stress	,998	1.002

Source:SPSS output results, 2022

#### 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 from the residual of one observation to another observation is constant, then 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 (Scatter Plot) test. 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



In Figure 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 distribution of data points is also not patterned, so this shows that the data in this study does not occur heteroscedasticity.

**Multiple Linear Regression Analysis**

This analysis is used to determine the magnitude of the effect of the independent variables on the dependent variable. The magnitude of the influence of independent variables with the dependent variable can be calculated through a multiple regression equation. Based on calculations via a computer using the IBM SPSS for Windows Version 26.0 program.

Table 5

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.495	6.515		4,988	,000
	Incentive	,188	0.080	,221	2,349	,021
	Work motivation	,268	,089	,284	3.019	,003
	Work Stress	-,235	,108	-,206	-2,190	,031

Recap of Multiple Linear Regression Analysis Test Results

Source: Primary Data, Processed with IBM SPSS 26.0 2022.

From table 4.17 above, the form of the regression equation model for the influence of incentives, motivation, work stress on employee performance is as follows:

$$Y = 32.495 + 0.188 X1 + 0.268 X2 - 0.235X3 + e$$

From the regression equation above, it can be interpreted as follows:

1. The constant value is 32.495, meaning that without the influence of incentives, motivation, work stress, the existing performance is 32.495%.
2. The value of the incentive regression coefficient is 0.188, meaning that for every increase of one unit of incentive, the employee's performance increases by 18.8%.
3. The value of the regression coefficient of work motivation is 0.268, meaning that for every increase in one unit of motivation, the employee's performance increases by 26.8%.
4. The value of the work stress regression coefficient is 0.235, meaning that for every increase in one unit of motivation, the employee's performance decreases by 23.5%.

**Statistic test**

The t-test (t-test) is intended to determine the partial (individual) effect of incentives, work motivation and work stress on employee performance. The results of the t-test calculations can be seen in the previous table 4.16, namely:

1. From table 4.15 the tcount value for the incentive variable is 2,349 with a significance probability of 0.021 or less than 0.05. With  $df = 48-2 = 46$  obtained ttable of 0.2732, then  $tcount > ttable$  or  $2,349 > 0.2732$ , as a result  $H_0$  is rejected and  $H_a$  is accepted. Incentive variables have a significant effect on employee performance, so it can be concluded that the hypothesis (H1) which reads that incentives have a significant effect on the performance of the Lubuk Kilangan Camat Office employees is accepted, so the first hypothesis (H1) is accepted.
2. The t-value for the work motivation variable is 3.019 with a significance probability of 0.003 or less than 0.05. With  $df = 53-3 = 50$ , ttable is 0.2732, then  $tcount > ttable$  or  $3.019 > 0.2732$ , as a result  $H_0$  is rejected and  $H_a$  is accepted. The variable of work motivation has a significant effect on the performance of the Lubuk Kilangan Sub-District Office Employees, it can be concluded that the hypothesis (H2) which reads that work motivation has a significant effect on the performance of the Lubuk Kilangan Sub-District Office employees is accepted, thus the second hypothesis (H2) is accepted.
3. The t-value for the work stress variable is 2.190 with a significance probability of 0.031 or less than 0.05. With  $df = 48-2 = 46$ , the obtained ttable is 0.2732, then  $tcount > ttable$  or  $2.190 > 0.2732$ , as a result  $H_0$  is rejected and  $H_a$  is accepted. The work stress variable has a significant effect on employee performance, so it can be concluded that the hypothesis (H3) which reads that work stress has a significant effect on the performance of the Lubuk Kilangan sub-district office employees is accepted, thus the second hypothesis (H3) is accepted..

**Simultaneous Test (F Test)**

The F test (feasibility of the model) is intended to determine the effect of the independent variables (incentives, motivation, work stress) simultaneously (together) on the dependent variable (performance).

Table 6  
ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	152,472	3	50,824	6,305	,001b
	Residual	757,732	44	8,061		
	Total	910,204	47			

From the ANOVA test table 6, the Fcount value is 6.305 with a significance probability of 0.001. The probability of the significance is smaller than 0.05. With  $df = n - (k - 1) = 53 - (3-1) = 51$  obtained Ftable of 3.180, then  $Fcount > Ftable$  or  $6.305 > 3.180$  with a significance level of 0.001 or 0.05 as a result  $H_0$  is rejected and  $H_a$  is accepted. The variables of incentives, work motivation and work stress together have a significant effect on employee performance at the Lubuk Kilangan sub-district office, so it can be concluded that the third hypothesis (H4) which reads "incentives, work motivation and work stress together has a significant effect on employee performance. The Lubuk Kilangan sub-district office was accepted, so the third hypothesis (H4) was accepted.

**Coefficient of Determination Testing (R2)**

Analysis of the coefficient of determination forhard skills, soft skills and motivationon employee performance is carried out using the IBM SPSS for Windows Version 26.0 program with the SPSS output form as stated below:

Table 6  
R Square Result

Model Summaryb				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,409a	,168	,141	2.83919

Source:Primary Data, Processed with IBM SPSS 26.0 2022

Based on the results of the calculation of the regression estimation, the adjusted coefficient of determination or Adjusted R Square is 0.141, meaning that 14.1% of the variation of all independent variables (incentives, work motivation, work stress) can explain the dependent variable (employee performance), while the rest is equal to 85.9% was explained by other variables not examined in this study.

## **Discussion**

### **Influence of Incentives on Performance**

The first objective of this study was to determine the effect of incentives on the performance of the Lubuk Kilangan District Office employees. The results of statistical analysis using multiple linear regression show that the first hypothesis is accepted. This can be proven by finding the regression coefficient value of the incentive variable, the t-value for the incentive variable is 2.349 with a significance probability of 0.021 or less than 0.05. With  $df = 48 - 2 = 46$  obtained ttable of 0.2732, then  $t_{count} > t_{table}$  or  $2,349 > 0.2732$ , as a result  $H_0$  is rejected and  $H_a$  is accepted. Incentive variables have a significant effect on employee performance, so it can be concluded that the hypothesis (H1) which reads that incentives partially has a significant effect on the performance of the Lubuk Kilangan Sub-District Office Employees is accepted,

The results of this study indicate that incentives have a significant effect on the performance of the Lubuk Kilangan District Office employees. Thus, it can be concluded that the performance of the Lubuk Kilangan sub-district office employees is determined by incentives.

According to Mangkunegara, (2016) Incentives are awards based on high work performance, which is a sense of recognition from the organization for employee work performance and contributions to the organization. According to Panggabean, (2016), incentives are compensation that links salary with productivity, incentives are rewards in the form of money based on those who can work through the standards they have set.

According to the results of research by Hatta IH, and Rachbini W., (2015), according to the results of their research that incentives affect work stress and employee performance at PT. Avrist Assurance. The same thing was also stated by Audya Dewintha, Nur Fitriyah, (2017) that the provision of incentives has an influence on employee performance at the North Samarinda Sub-district Office. These results are also supported by the results of research from Mangasa, (2015) that the effect of incentives and work motivation partially on employee performance at the North Sumatra Province Agricultural Service Office.

This means that there is a positive relationship between incentives and performance, if the incentives are good/high it will improve employee performance at the Lubuk Kilangan Sub-district Office.

### **The Effect of Motivation on Performance**

The second objective of this study was to determine the effect of motivation on the performance of the Lubuk Kilangan sub-district office employees. The results of statistical analysis using multiple linear regression show that the second hypothesis is rejected. This can be proven by finding the regression coefficient value of the motivation variable is the tcount value for the work motivation variable is 3.019 with a significance probability of 0.003 or less than 0.05. With  $df = 53 - 3 = 50$ , ttable is 0.2732, then  $t_{count} > t_{table}$  or  $3.019 > 0.2732$ , as a result  $H_0$  is rejected and  $H_a$  is accepted. The variable of work motivation has a significant effect on the performance of the Lubuk Kilangan District Office employees, it can be concluded that the hypothesis (H2) which reads that work motivation has a significant effect on the performance of the Lubuk Kilangan sub-district employees is rejected, thus the second hypothesis (H2) is accepted. Thus, it can be concluded that the performance of the Lubuk Kilangan sub-district employees is determined by motivation.

The results of this study indicate that motivation does not have a significant effect on the performance of the Lubuk Kilangan District Office employees. Thus, it can be concluded that the performance of the Lubuk Kilangan sub-district employees is not determined by motivation.

According to Alex, (2015) Motivation is everything that is around the workers that can affect him in carrying out the tasks assigned to him. Good motivation will certainly make employees carry out and spend all their energy and thoughts to work optimally. And if the employee has done and spent all his energy and mind to work optimally, the employee's performance will be good. Motivation in a company is very important for management to pay attention to, even though motivation does not carry out the production process in a company, but motivation has a direct influence on employees who carry out the production process. So that later it will affect the performance of employees or employees.

This means that this refutes the results of the study Audya Dewintha, Nur Fitriyah, (2017) that motivation has an influence on employee performance at the North Samarinda District Office. And also refutes the results of research from Mangasa, (2015) that the effect of work motivation partially on employee performance at the North Sumatra Provincial Agriculture Office. This means that there is no positive relationship between motivation and performance, if the motivation is good, it will not improve employee performance at the Lubuk Kilangan Sub-District Office.

### **The Effect of Job Stress on Performance**

The third objective of this study was to determine the effect of work stress on the performance of the employees of the Lubuk Kilangan sub-district office. The results of statistical analysis using multiple linear regression indicate that the third hypothesis is accepted. This can be proven by finding the regression coefficient value of the work stress variable is  $t_{count}$  for the work stress variable is 2.190 with a significance probability of 0.031 or less than 0.05. With  $df = 48 - 2 = 46$ , the obtained  $t_{table}$  is 0.2732, then  $t_{count} > t_{table}$  or  $2.190 > 0.2732$ , as a result  $H_0$  is rejected and  $H_a$  is accepted. The work stress variable has a significant negative effect on employee performance, it can be concluded that the hypothesis (H3) which reads that work stress has a significant negative effect on the performance of the Lubuk Kilangan Sub-District Office employees is accepted.

The results of this study indicate that work stress has a significant effect on the performance of the employees of the Lubuk Kilangan District Office. Thus, it can be concluded that the performance of the employees of the Lubuk Kilangan sub-district office is determined by work stress. Job stress is symbolized as a person's strength, pressure, tendency or effort in mental strength at work (Princess, 2013). Symptoms of stress are usually angry, unable to relax, aggressive, uncooperative and can also run away by drinking alcohol, smoking excessively and maybe even drugs (Wahjono, 2010). Job stress is an adoptive response to a situation that is perceived as challenging or threatening one's health (Sopiah, 2018).

According to the results of research by Dhermawan, et al., (2012) from the results of his research that work stress has a significant effect on employee performance in the Bali Provincial Public Works Office. And Hatta IH, and Rachbini W., (2015), according to the results of their research that work stress has an influence on employee performance at PT. Avrist Assurance. And these results are also supported by the results of research by Yunan Surono and Rodesa., (2016) that work stress affects the performance of employees of the Jambi Province Regional Revenue Service. This means that there is a positive relationship between work stress and performance, if job stress is good and high, it will increase employee performance at the Lubuk Kilangan District Office. However, the results of this study prove that job stress affects employee performance,

### **The Influence of Incentives, Motivation, and Job Stress on Performance**

The fourth objective of this study was to determine the effect of incentives, motivation, and work stress on the performance of the Lubuk Kilangan sub-district employees. Based on the research, the performance of the Lubuk Kilangan sub-district office employees is good, judging from the respondents' responses of 4.17 with an average Respondent Achievement Level (TCR) of 83.31 with good results, stating that the employee's performance is good. This means that the employees of the Lubuk Kilangan sub-district office are serious about their work and try to complete it on time.

At the initial observation, it was seen that there was a difference with the results of the study, this could be seen in the object of the study that there were problems in the background of the study, while in the results of the study, the performance of the employees of the Lubuk Kilangan sub-district office was high. This happened because the respondent considered himself good when the researcher used the data collection method on the respondent by conducting a questionnaire.

Hypothesis testing, from the ANOVA test table 4.14, obtained the  $F_{count}$  value of 6.305 with a significance probability of 0.001. The probability of the significance is smaller than 0.05. With  $df = n - (k - 1) = 53 - (3 - 1) = 51$  obtained  $F_{table}$  of 3.180, then  $F_{count} > F_{table}$  or  $6.305 > 3.180$  with a significance level of 0.001 or 0.05 as a result  $H_0$  is rejected and  $H_a$  is accepted. The variables of incentives, motivation and work stress together have a significant effect on employee performance at the Lubuk Kilangan Camat Office, so it can be concluded that the third hypothesis (H4) which reads "incentives, motivation and work stress together has a significant effect on the performance of the Camat Office employees. Lubuk Kilangan is accepted, then the third hypothesis (H4) is accepted,

This proves that incentives, motivation, and work stress simultaneously (simultaneously) have a positive and significant effect on the performance of the Lubuk Kilangan Sub-District Office employees.

Next according to Mangkunegara, (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 he gives. According to Sjafrri, (2015) Incentives are awards based on high work performance, which is a sense of recognition from the organization for employee work performance and contributions to the organization. According to Malayu (2005) said that work motivation is an encouragement that comes from within or outside a person who encourages him to move his power and potential to work and achieve the desired goals. And according to Sutrisno, (2016), that job stress is an adoptive response to a situation that is perceived as challenging or threatening one's health.

The effect of the variable incentives, motivation, and work stress on the performance variable, in research, has been in accordance with what was expressed by Audya Dewintha, Nur Fitriyah, (2017) with the research title The Effect of Incentives and Motivation on Employee Performance at the North Samarinda Sub-District Office, with the results of the study that the provision of incentives and motivation together has an



influence on employee performance at the North Samarinda Sub-District Office.

This result is also supported by research from Mangasa (2015) with the title of research on the effect of incentives and work motivation on employee performance at the North Sumatra Provincial Agriculture Office, with the results of the study that there is a joint effect of incentives and work motivation on employee performance at the North Sumatra Provincial Agriculture Office.

According to research by Yunan Surono and Rodesa., (2016) with the title of research on the effect of incentives and employee placement on work stress and their impact on the performance of Jambi Provincial Revenue Service employees, with the results of research that incentives, employee placement and work stress jointly affect the Jambi Province Regional Revenue Service employee performance. This means that there is a positive and simultaneous relationship (together) between incentives, motivation and work stress with performance, if the incentives, motivation and work stress are good, it will increase employee performance at the Lubuk Kilangan District Office.

So it can be concluded that the hypothesis of this study that incentives, motivation, work stress and motivation simultaneously have a positive and significant effect on employee performance at the Lubuk Kilangan District Office.

## **Conclusions and Recommendations**

### **Conclusion**

1. From table 4.15 the t-count value for the incentive variable is 2.349 with a significance probability of 0.021 or less than 0.05. With  $df = 48 - 2 = 46$ , the t-table is 0.2732, then  $t\text{-count} > t\text{-table}$  or  $2.349 > 0.2732$ , as a result  $H_0$  is rejected and  $H_a$  is accepted. Incentive variables have a significant effect on employee performance, so it can be concluded that the hypothesis (H1) which reads that incentives have a significant effect on employees of the Lubuk Kilangan District Office is accepted, so the first hypothesis (H1) is accepted.
2. The t-count for the work motivation variable is 3.019 with a significance probability of 0.003 or less than 0.05. With  $df = 53 - 3 = 50$ , we get a t-table of 0.2732, then  $t\text{-count} > t\text{-table}$  or  $3.019 > 0.2732$ , as a result  $H_0$  is rejected and  $H_a$  is accepted. The variable of work motivation has a significant effect on the performance of the employees of the Lubuk Kilangan sub-district office, so it can be concluded that the hypothesis (H2) which reads that work motivation has a significant effect on the performance of the Lubuk Kilangan sub-district employees is accepted, so the second hypothesis (H2) is accepted.
3. The t-count for the work stress variable is 2.190 with a significance probability of 0.031 or less than 0.05. With  $df = 48 - 2 = 46$ , the obtained t-table is 0.2732, then  $t\text{-count} > t\text{-table}$  or  $2.190 > 0.2732$ , as a result  $H_0$  is rejected and  $H_a$  is accepted. The motivation variable has a significant effect on employee performance, so it can be concluded that the hypothesis (H3) which reads that work stress has a significant effect on the performance of the Lubuk Kilangan Sub-district Office employees is accepted, so the third hypothesis (H3) is accepted.
4. From the ANOVA test table 4.14, the Fcount value is 6.305 with a significance probability of 0.001. The probability of the significance is smaller than 0.05. With  $df = n - (k - 1) = 53 - (3 - 1) = 51$  obtained Ftable of 3.180, then  $F\text{count} > F\text{table}$  or  $6.305 > 3.180$  with a significance level of 0.001 or 0.05 as a result  $H_0$  is rejected and  $H_a$  is accepted. The variables of incentives, work motivation and work stress together have a significant effect on the performance of the Lubuk Kilangan District Office employees, it can be concluded that the fourth hypothesis (H4) which reads "incentives, work motivation and work stress together has a significant effect on employee performance. The Lubuk Kilangan sub-district office was accepted, so the fourth hypothesis (H4) was accepted.

### **Suggestion**

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

1. Work motivation has a positive influence on performance, therefore leaders need to think about other ways that can increase employee work motivation so that later they can improve employee performance.
2. The results of the study show that incentives have a significant effect on employee performance. So the authors suggest to maintain and increase the provision of effective incentives in order to improve the performance of employees work stress shows a significant effect on performance. Therefore, the authors suggest, you should pay more attention to or improve employee development for work stress.

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