

## **Employee Performance Reviewed from Incentives, Work Environment, Discipline and Leadership Style at Kratonan Community Health Center, Surakarta**

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### **ABSTRACT**

*This research aims to determine the influence simultaneously (simultaneously) and partially of incentive variables, work environment, discipline and leadership style on employee performance at the Kratonan Surakarta Community Health Center. This research method uses a quantitative research design. The population in this study were 53 employees who worked at the Kratonan Surakarta Community Health Center. The sampling technique used in this research was a census technique with a sample size of 53 respondents. Data collection using questionnaires. The data analysis techniques used for statistical analysis are multiple linear regression test, F test, t test, and coefficient of determination. The research results show that incentives, work environment, discipline and leadership style partially and significantly influence employee performance at the Kratonan Surakarta Community Health Center. The advice from this research is that the Kratonan Surakarta Community Health Center continues to improve incentives, work environment, discipline and existing leadership styles, so that employee performance will increase and be better than before.*

**Keywords:** Employee Performance, Incentives, Work Environment, Discipline, Leadership Style

### **ABSTRAK**

Penelitian ini bertujuan untuk mengetahui pengaruh variabel insentif, lingkungan kerja, disiplin dan gaya kepemimpinan secara bersamaan dan sebagian terhadap kinerja karyawan di Puskesmas Kratonan Surakarta. Metode penelitian ini menggunakan desain penelitian kuantitatif. Populasi dalam penelitian ini adalah 53 pegawai yang bekerja di Puskesmas Kratonan Surakarta. Teknik pengambilan sampel yang digunakan dalam penelitian ini adalah teknik sensus dengan ukuran sampel sebanyak 53 responden. Pengumpulan data menggunakan kuesioner. Teknik analisis data yang digunakan untuk analisis statistik adalah uji regresi linier ganda, uji F, uji t, dan koefisien penentuan. Hasil penelitian menunjukkan bahwa insentif, lingkungan kerja, disiplin dan gaya kepemimpinan sebagian dan signifikan mempengaruhi kinerja karyawan di Puskesmas Kratonan Surakarta. Saran dari penelitian ini adalah agar Puskesmas Kratonan Surakarta terus meningkatkan insentif, lingkungan kerja, disiplin dan gaya kepemimpinan yang ada, sehingga kinerja karyawan akan meningkat dan lebih baik dari sebelumnya.

**Kata Kunci:** Kinerja Karyawan, Insentif, Lingkungan Kerja, Disiplin, Gaya Kepemimpinan

### **INTRODUCTION**

Performance is part of taking the results of HR work from time to time to find out how far HR work results are available and the changes made to improve them in

the future. (Zippora et al., 2023). Performance is the work result that can be obtained by workers, a management process or an organization as a whole, where the work results can be shown in real terms of both quality and quantity. Good or bad employee work results can be seen from the performance standards that have been set by the company. (Wijaya, 2023).

Incentives are rewards outside of salary given to employees based on work results with the intention that employees want to work well and be able to achieve high levels of performance, so employees want to work seriously if they have a high work spirit. Incentives also encourage employees to work harder, show more achievements, and achieve predetermined goals (Kafi et al., 2023). Incentives are one of the strategies to motivate employees to perform optimally. As a reward from the company to its employees, it is based on the performance shown. The greater the performance shown by the employee, the more incentives they receive (Cahya & Pemasari, 2023). The results of the study show that incentives have an effect on employee performance (Kafi et al., 2023) and (Cahya & Pemasari, 2023).

The work environment refers to all factors that exist around the employee's workplace, including equipment, facilities, materials used, work methods, work schedules or times, and the relationship between employees and company management. The work environment as a means of facilitating employee development and providing the necessary support so that individual performance can be improved (Ramdhani & Indiyati, 2023). The work environment includes the workplace, facilities and worker aids, cleanliness, lighting, tranquility, including the relationship between people in the workplace. The importance of a good work environment in an organization or government agency will make employees comfortable in carrying out the work given (Widiana & Heryanda, 2023). The results of the study show that the work environment has an effect on employee performance (Ramdhani & Indiyati, 2023) and (Widiana & Heryanda, 2023).

Employee discipline is a behavior shown by a person in complying with the rules and work procedures set by the company, both written and unwritten. Work discipline is a person's ability to work regularly, diligently continuously and work according to the applicable rules without violating the rules that have been set. (Liana, 2020). Work discipline as a tool used by management to encourage employees to show their willingness to change their behavior in compliance with company regulations and applicable social norms (Filliantoni et al., 2019). The results of the study show that discipline has an effect on employee performance (Liana, 2020) and (Filliantoni et al., 2019).

Leadership is a way for someone to use dominance and self-confidence to influence and display one of the most important factors in an organization, determined by leadership in the organization. (Iskandar et al., 2023). Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. Leadership style that shows, directly or indirectly, about a leader's belief in the

abilities of his subordinates (Tambunan, 2019). The results of the study show that leadership style has an effect on employee performance (Iskandar et al., 2023) and (Tambunan, 2019).

The Community Health Center is a health service facility that organizes public health efforts and first-level individual health efforts, prioritizing promotive and preventive efforts to achieve the highest level of public health in its working area according to the Minister of Health Regulation Number 75 of 2014. The Community Health Center is one of the health facilities that is widely used by the community where the Community Health Center and its network are the spearhead of health services in Indonesia (Ivana et al., 2020). As the spearhead of health services and development in Indonesia, the Community Health Center needs attention, especially regarding the quality of Community Health Center health services so that in this case the Community Health Center is required to always improve the professionalism of its employees and improve its health facilities or facilities to provide satisfaction to the community of health service users (Mulyati et al., 2020).

The health center has a very strategic role as a technical implementing institution, so it is required to have the ability to improve the quality of primary health services by improving the performance of its human resources. The performance of employees in the health center environment is very important to realize quality services in accordance with the objectives of the Ministry of Health of the Republic of Indonesia. The health center requires enthusiastic employees and a focused and integrated work team to produce the best work performance. Incentives, work environment, discipline and leadership style are very important points in supporting the creation of good performance.

The performance of employees at the Kratonan Surakarta Health Center is quite good, but not optimal. The performance of employees is not optimal, employees are not happy with the deduction of Employee Income Supplement (TPP) if they arrive late or go home early, the work environment that has not been well organized makes employees less comfortable in carrying out their work, the work discipline at the Kratonan Surakarta Health Center is not optimal in terms of attendance, attendance has not reached the target that has been set, namely 80% attendance and the leadership style has not been optimally applied at the Kratonan Surakarta Health Center. Based on the existing problems, the researcher is interested in conducting further research with the title Employee Performance in terms of Incentives, Work Environment, Discipline and Leadership Style (Study at the Kratonan Surakarta Health Center).

## **RESEARCH METHODOLOGY**

This study uses a quantitative approach. The author chose to use a quantitative descriptive method to determine the magnitude of influence and significance between incentive variables, work environment, discipline and leadership style on employee performance.

The research was conducted at the Kratonan Surakarta Health Center located at Jl. Pringgodani No.34, Kratonan, Serengan District, Surakarta City, Central Java 57153. The research period was 6 (six) months.

The population in this study were employees working at the Kratonan Surakarta Health Center, totaling 53 people. The sample taken in this study was 53 respondents. The sampling technique used in this study was the census technique. The census method is a sampling technique when all members of the population are used as samples. The independent variables consist of incentives, work environment, discipline and leadership style and the dependent variable is employee performance. This study used multiple linear regression using the SPSS 24 analysis tool. The regression equation used is as follows: The regression equation model used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

(Ghozali, 2018: 86)

Information:

- Y : Variable Employee Performance
- X1 : Incentive Variable
- X2 : Work Environment Variables
- X3 : Work Discipline Variable
- X4 : Leadership Style Variables
- a : constant
- b1, b2, b3, b4 : correlation coefficient
- e : *error term* nuisance error

## RESULTS AND DISCUSSION

### A. Multiple Linear Regression Test

**Table 1. Multiple Linear Regression Test**

| No | Variables        | Unstandardized B | Information |
|----|------------------|------------------|-------------|
| 1  | (Constant)       | 2,880            | Positive    |
| 2  | Incentive        | 0.205            | Positive    |
| 3  | Work environment | 0.313            | Positive    |
| 4  | Discipline       | 0.528            | Positive    |
| 5  | Leadership Style | 0.182            | Positive    |

Source: Primary Data processed 2024

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 2.880 + 0.205 X_1 + 0.313 X_2 + 0.528 X_3 + 0.182 X_4$$

From this equation it can be explained that:

1. Constant (a)  
This means that if incentives, work environment, discipline and leadership style are considered constant, then employee performance is positive.
2. Incentive Coefficient (b1)  
This means that if incentives increase, employee performance will increase.
3. Work Environment Coefficient (b2)  
This means that if the work environment improves, employee performance will improve.
4. Discipline Coefficient (b3)  
This means that if discipline increases, employee performance will increase.
5. Leadership Style Coefficient (b4)  
This means that if leadership style improves, employee performance will improve.

## B. Hypothesis Testing

### 1. Model Feasibility Test (F Test)

**Table 2. F Test Results**

| Model      | Fcount | Ftable | Sig.  | Standard | Information    |
|------------|--------|--------|-------|----------|----------------|
| Regression | 17,195 | 2.57   | 0,000 | 0.05     | Eligible Model |

Source: Primary Data processed 2024

From the results of the model feasibility test, it was obtained that F count > F table of 17.195 > 2.57 with a significance of 0.000, meaning that this analysis is significant with a significance level of less than 0.05, so H0 is rejected and Ha is accepted. In other words, there is an intermediate influence incentive, work environment, discipline and leadership style simultaneously and significantly to Performance of employees of Kratonan Health Center Surakarta and meets the model feasibility test.

### 2. t-test

**Table 3. t-Test Results**

| Hypothesis | count | table | Sig.  | Standard | Information |
|------------|-------|-------|-------|----------|-------------|
| H1         | 2,421 | 2,010 | 0.019 | 0.05     | Accepted    |
| H2         | 2,506 | 2,010 | 0.016 | 0.05     | Accepted    |
| H3         | 3,720 | 2,010 | 0.001 | 0.05     | Accepted    |
| H4         | 2,157 | 2,010 | 0.036 | 0.05     | Accepted    |

Source: Primary Data processed 2024

a. Influence Incentive on Performance Employee

Variables incentive have value count > table (2,421 >2,010) and significance  $0.019 < 0.05$  then  $H_0$  is rejected and  $H_a$  accepted. It can be concluded that there is a positive and significant influence incentive on employee performance at the Kratonan Surakarta Health Center.

b. Influence Work environment on Performance Employee

Variables work environment have value count > table (2,506 >2,010) and significance  $0.016 < 0.05$  then  $H_0$  is rejected and  $H_a$  accepted. It can be concluded that there is a positive and significant influence work environment on employee performance at the Kratonan Surakarta Health Center.

c. Influence Discipline on Performance Employee

Variables discipline have value count > table (3,720 >2,010) and significance  $0.001 < 0.05$  then  $H_0$  is rejected and  $H_a$  accepted. It can be concluded that there is a positive and significant influence discipline towards employee performance at the Kratonan Surakarta Health Center.

d. Influence Leadership Style on Performance Employee

Variables leadership style have value count > table (2,157 >2,010) and significance  $0.036 < 0.05$  then  $H_0$  is rejected and  $H_a$  accepted. It can be concluded that there is a positive and significant influence leadership style on employee performance at the Kratonan Surakarta Health Center.

### 3. Coefficient of Determination Test ( $R^2$ )

**Table 4. Determination Coefficient Results**

| <i>Model</i> | <i>R</i> | <i>R Square</i> | <i>Adjusted R Square</i> | <i>Std. Error of the Estimate</i> |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
| 1            | 0.767    | 0.589           | 0.555                    | 1.57901                           |

Source: Primary Data processed 2024

Based on the calculation results, the adjusted R square value is 0.555. This means that the incentive, work environment, discipline and leadership style variables contribute to employee performance by 55.5% while the remaining 44.5% is explained by other variables not proposed in this study such as: work motivation, work experience, education and others.

## Discussion

1. The influence of incentives on employee performance at the Kratonan Surakarta Health Center.

Based on the tests presented in Table IV.10, it shows that incentives have a positive and significant effect on employee performance. These results prove that the higher the incentive, the more significant the increase in employee performance will be. This study is in line with previous research conducted by Kafi et al. (2023); Zippora et al. (2023); Light & The Light (2023) incentives have a positive and significant effect on employee performance.

2. The influence of the work environment on employee performance at the Kratonan Surakarta Health Center.

Based on the tests presented in Table IV.10, it shows that the work environment has a positive and significant effect on employee performance. These results prove that the higher the work environment, the employee performance will experience a real increase. This study is in line with previous research conducted by The Last Supper (2023); Victory (2023); The Last Supper (2023); The Last Supper (2023); Liana (2020) The work environment has a positive and significant influence on employee performance.

3. The influence of discipline on employee performance at the Kratonan Surakarta Health Center.

Based on the test presented in Table IV.10, it shows that discipline has a positive and significant effect on employee performance. These results prove that the higher the discipline, the more significant the increase in employee performance. This study is in line with previous research conducted by Light & The Light (2023); Liana (2020); Filliantoni et al. (2019) Discipline has a positive and significant influence on employee performance.

4. The influence of leadership style on employee performance at the Kratonan Surakarta Health Center.

Based on the test presented in Table IV.10, it shows that leadership style has a positive and significant effect on employee performance. These results prove that the higher the leadership style, the employee performance will experience a real increase. This study is in line with previous research conducted by Iskandar et al. (2023); Reno et al. (2023); The Last Supper (2019) Leadership style has a positive and significant influence on employee performance.

## CONCLUSION

Based on the results of hypothesis testing and discussion that has been done, it can be concluded that Incentives, Work Environment, Discipline and Leadership Style have a positive and significant effect on employee performance at the Kratonan Surakarta Health Center. Based on the calculation results, the adjusted R square value is 0.555. This means that the variables of incentives, work environment, discipline and leadership style contribute to employee performance by 55.5% while the

remaining 44.5% is explained by other variables not proposed in this study such as: work motivation, work experience, education and others.

It is hoped that further research will develop this research by using other independent variables besides incentives, work environment, discipline and leadership style which can influence employee performance, considering that there is still an influence of 44.5% outside of this research variable, such as work motivation, work experience, education and others.

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