Effect of Incentives, Knowledge Management and Environment Work on Performance of Employees in Padang City Trading Service

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ABSTRACT

This study aims to determine the effect of incentives, knowledge management and work environment on employee performance at the Padang City Trade Office.This type of research is explanatory. The population of this study are employees of the Padang City Trade Office. Data analysis using SEM PLS. The results of this study partially Incentives, Knowledge Management and Work Environment have a positive and significant effect on the Performance of Employees in the Padang City Trade Office. Simultaneously Incentives, Knowledge Management and the Work Environment have a positive and significant effect on the Performance of Employees in the Padang City Trade Office

Keywords: Incentives, knowledge management, work environment, employee performance

1. INTRODUCTION

Basically, employees in government agencies each year obtain the results of performance evaluations of the implementation of work tasks. Performance appraisal of Padang City Trade Service employees until 2017 the average performance of employees has increased compared to previous years. Then in 2017 experienced a slight decrease in performance below the standards set by the Padang City Trade Office. A decrease in the percentage of employee performance indicates that employee performance is not optimal. From the predicate employee performance results every year in the range of 76-90.Then it can be concluded overall the average performance of the Padang City Trade Service employees is in the good category.

Based on the results of these observations and interviews it can be concluded that the performance of the Padang City Trade Service Employees has not reached the targets set by the Padang City Service government, namely the assessment criteria are very good with values of 90 and above. This is allegedly because the provision of incentives that have not been evenly distributed does not correspond to the workload carried by employees. In terms of knowledge management there are gaps between employees such as employees who get the task of training only the same person from time to time, even the knowledge gained during training is rarely implemented in the field. Furthermore, the work environment as a place where employees carry out their duties has not been fully supported. . If this happens on an ongoing basis then the employee's performance will have an impact on

the performance of agencies such as not achieving the volume of trade, declining trade transactions, not achieving the target expansion of market share and ultimately the protection of consumers also decreases as market conditions in the hygiene sector are still present the leftovers scattered about.

A good organization must have a management system about good incentives and be able to improve employee performance in the organization (Sundaray, 2011). According to Rivai (2013) incentives are direct rewards given to employees because their performance exceeds specified standards. Research conducted by Huang & Lai, 2014) revealed that giving incentives to employees had a direct and positive and significant influence.

A healthy competitive and respectful work atmosphere will increase work engagement at the agency (Naidoo & Martins, 2014). Research conducted by Chao, Schwartz, Milton, & Burge (2013) explains that an unhealthy and comfortable environment will reduce the level of productivity and morale of employees so that it will affect organizational goals.

Furthermore knowledge management is one of the factors that affect employee performance. Marqués & Garrigós-Simón (2006) revealed that knowledge management has a positive and significant influence on improving a company's performance. While research conducted by Kianto, Vanhala, & Heilmann (2016), knowledge management will provide job satisfaction for employees which in the end, employees who are satisfied with their work will improve their performance. This study aims to look at the effect of incentives, knowledge management and work environment on employee performance in the Padang City Trade Office.

Literature Review
Employee Performance
According to Wibowo (2012) performance is carrying out an activity and perfecting it according to its responsibilities with the results as expected, or a work that can be achieved by a

person or group of people in an organization according to their respective authorities and responsibilities in order to achieve organizational goals concerned legally does not violate the law, and in accordance with morals and ethics. According to Chong & Law (2006); Lee & Oah (2015); Perera (2018) incentives have a positive and significant influence on employee performance. Furthermore knowledge management is one of the factors that influence employee performance (T. H. Kim, Lee, Chun, & Benbasat, 2014; López-Nicolás & Meroño-Cerdán, 2011; Tseng & Huang, 2011). Research conducted by Potu (2013 (Hanafi & Yohana, 2017)); Dwi, Bambang, Sunuharjo, & Iqbal (2018) revealed that the work environment influences employee performance.

Incentive
According to Hasibuan (2010: 118) incentives are all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. Meanwhile Kadarisman (2012: 49); Priyono, & Marnis (2008: 223) explain that incentives are all income in the form of money or goods directly or indirectly received by employees in return for services provided to companies.

Knowledge Management
Daud, Fadzilah, & Yusoff (2010) use the Knowledge Management process, including knowledge acquisition, knowledge conversion and knowledge application, to manage and increase social capital, and improve company performance. However, the success of Knowledge Management is based on knowledge management-building and change techniques, organizational services and recovery, and organizational wisdom and traditions (Frost, 2014). According to Momeni, Monavarian, Shaabani, & Ghasemi (2011) the Knowledge Management process refers to a high level construct that represents knowledge acquisition, knowledge conversion, application of knowledge and protection of knowledge.

Work Environment

Ajala, (2012) claims that the environment is the closest environment to users that are manipulated for their existence or use. Therefore, the workplace provides an environment for employees to carry out the tasks assigned. Based on research conducted by Oswald (2012), there are 2 types of work environments which are physical components and behavioral components. The workplace environment plays an important role in employee productivity (Allan, 2019). This can determine more broadly how employees use their skills and motivation levels. Lohela-Karlsson, Nybergh, & Jensen (2018) in their study found that workers who reported working in a work environment that was not conducive recognized that it had a negative impact on their productivity. The Thus, based on the previous discussion, the following hypotheses are proposed:

H1: Incentives have a positive and significant effect on employee performance at the Padang City Trade Office.

H2: Knowledge management has a positive and significant effect on employee performance at the Padang City Trade Office.

H3: The work environment has a positive and significant effect on the performance of employees at the Padang City Trade Office.

H4: Incentives, knowledge management and work environment have a positive and significant effect on employee performance in the Padang City Trade Office.

2. METHODS

This type of research is quantitative research using the science of correlation research with causal associative methods. The population in this study were employees who worked at the City of Padang Trade Office, totaling 156 employees. The sampling method used in this study is a probability sampling technique. The total population of 156 employees, the sampling technique uses the Slovin formula as follows:

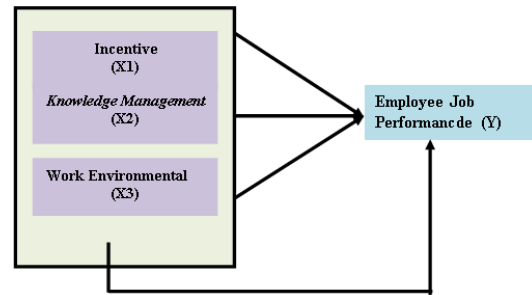conceptual model and the hypotheses to be tested are presented in Figure

Figure 1. Conceptual Mode

$$n = \frac{N}{1 + Ne^2}$$

Based on the formula, the number of samples can be obtained:

$$n = \frac{156}{1 + 156\,(0{,}05)^2}$$

$n = 112$

The main instrument in this study was a questionnaire. Measurement of variables is done using a 1-5 Likert scale. Before the research is conducted, the classic assumption test is Normality and Homogeneity Test '

3. RESULTS AND DISCUSSION

Result

Table 1. Normality test One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		112
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	6,51560744
Most Extreme Differences	Absolute	,059
	Positive	,059
	Negative	-,048
Test Statistic		,056
Asymp. Sig. (2-tailed)		,200

The Kalmograf-Smirnov (K-S) value of employee performance with Asymp. Sig. (2-tailed) of 0,200. Because the Kalmograf-Smirnov (K-S) value> 0.05, the research data is normally distributed.

Homogeneity Test

Homogeneity test is a test regarding whether or not the variances of homogeneity tests are carried out to determine whether the data in variables X and Y are homogeneous or not.

Table 2. Test of Homogeneity of Variances

Nilai			
Levene Statistic	df1	df2	Sig.
12,591	1	76	,001

Based on the SPSS output table above the significance value obtained in the levene test was 0.001 while the alpha of the study was set at 0.05 then the data can be declared homogeneous at the level of 0.1%.

Multicollinearity Test

This multicollinearity test is to compare correlations between variables with comparative correlation figures. Measuring multicollinearity seen from the value of tolerance or VIF (Variance Inflation Factor) of each variable. If the VIF value is less than 5, there is no multicollinearity. The results of tolerance and VIF are presented in the following table:

Table 3. Multicollinearity Tests
Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Incentive	,907	1,103
	Knowledge_Management	,420	2,382
	Work Environmental	,445	2,246

Based on Table 3. above, the VIF incentive value is 1.103 and the management threshold is 2,383, and the VIF value of the work environment is 2,246. So it can be concluded that in the regression model there is no multicollinearity problem because the VIF value is smaller than

0.5. so that further data processing stages can be continued immediately.

Hypothesis Testing

Equation of Multiple Linear Regression
Table 4. Multiple Linear Regression Coefficients[a]

Model		unstandardized Coefficients	t	Sig.
		Beta		
1	(Constant)	46,948	8,770	,000
	Incentive	,418	3,201	,006
	Knowledge_Management	,530	4,047	,000
	Work Environmental	,373	4,571	,009

Based on Table 4 models of multiple linear regression equations are as follows.

$$Y = 46{,}948 + 0{,}418X1 + 0{,}530X2 + 0{,}373X3 + \mu i$$

The multiple linear regression equation above gives an illustration that:

1. The constant has a value of 46,948 which means that without incentives, knowledge management and work environment, the employee's performance has reached 4.948. This means that without the influence of incentives, knowledge management and the work environment, employee performance is small.
2. The incentive variable has a regression coefficient of 0.418. This means that with an increase in incentives in each unit, it will be able to improve employee performance (Y) by 0.418 in each unit. Assuming the other variables do not change (cateris paribus)
3. Knowledge management variables have a regression coefficient of 0.530. This means that with an increase in management knowledge in each unit, it will be able to

improve employee performance (Y) by 0.530 in each unit. Assuming the other variables do not change (cateris paribus)

4. Work environment variables have a regression coefficient of 0.373.
   This means that with an increase in the work environment in each unit, will be able to improve employee performance (Y) by 0.373 in each unit. Assuming the other variables do not change (cateris paribus)

Coefficient of Determination

This analysis is used to determine the percentage of contribution of the influence of independent variables on the dependent variable. This coefficient shows how much the percentage of the variable is able to explain the dependent variable. The results of the are presented in the following table.

Table 5. Coefficient of Determination Test

Model Summary[b]

Model	R Square	Adjusted R Square
1	,224	,202

From Table 5. the coefficient of determination (adjusted R^2) = 0.202 is obtained. This shows that 20.2% increase in employee performance is influenced by variables of work environment, incentives and knowledge management, while the rest (100% -20.2% = 79.8%) is influenced by other factors not examined.

Hypothesis Test Results

The t-test statistic is basically used to see the effect of the independent variable partially on the dependent variable. T test results are presented in the following table.

Table 6. T test

Coefficients[a]

Model		Standardized Coefficients Beta	t	Sig.
1	(Constant)		8,770	,000
	Incentive	,418	3,201	,006
	Knowledge_Management	,530	4,047	,000
	Work Environmental	,373	4,571	,009

Based on the above table using the t-test, the calculated t value is obtained as follows:

1. The t test on the incentive variable obtained sig ≤ ◎ 0.05 value that is 0.006, then the decision is Ho is rejected and Ha is accepted. The regression model used in the current research model is appropriate. So, the incentive variable in this study has an influence on employee performance.

2. T test of knowledge management variables obtained sig ≤ ◎ 0.05 value is 0,000, then the decision is Ho is rejected and Ha is accepted. The regression model used in the current research model is appropriate. So, the knowledge management variable in this study has an influence on employee performance.

3. T test of work environment variables obtained sig ≤ ◎ 0.05 value that is 0.009, then the decision is Ho is rejected and Ha is accepted. The regression model used in the current research model is appropriate. So, the work environment variables in this study have an influence on employee performance.

Goodness of Fit

F test to determine whether simultaneously / together independent variables are able to explain the dependent variable well or whether the independent variables together have a significant effect on the dependent variable.

Anova table can be seen the influence of independent variables (incentives, knowledge management, and work environment) on the dependent variable (employee performance) simultaneously / together. Where after analyzing

the SPSS 24.0 the output is obtained. F test results are presented in the following table.

Tabel 7. F-Test Results

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1357,380	3	452,460	10,370	,000ᵇ
	Residual	4712,299	108	43,632		
	Total	6069,679	111			

Based on the above Table 6. F Test on the influence of independent variables (incentives, knowledge management, and work environment) on the dependent variable (employee performance) simultaneously obtained a sig value ◎ ◎ 0.05 that is 0,000, then the decision is Ho is rejected and Ha is accepted. The regression model used in the current research model is appropriate. So the influence of independent variables (incentives, knowledge management, and work environment) significantly influences the dependent variable (employee performance) simultaneously / together

1. **Effect of Incentives on Employee Performance**

Providing incentives to employees is basically expected to provide positive motivation to employees who have different backgrounds, this will have a positive impact in carrying out their duties in order to remain enthusiastic and avoid the decline in employee work productivity and lead to performance and sustainability the organization. Some employees assume incentives are something that can affect the level of life of the employee concerned with his family. Incentives are rewards given by employees both directly and indirectly, financially and non-financially, which are fair to employees for their performance in achieving organizational goals, so that incentives are needed by any company to improve the performance of their employees. The forms of financial incentives are salary, and

benefits. As for non-financial incentives including training, authority and responsibility, appreciation for performance and a supportive work environment. So to get incentives in accordance with employee performance, employees who have good potential are needed to achieve a common goal. Therefore, in an incentive there are several incentives in the form of financial incentives namely incentives. In achieving these needs, employees must have good performance in order to achieve common goals.According to Dinahaji, & Permana (2012, incentives are one of the efforts to increase motivation. To boost motivation in order to improve this performance, many institutions or institutions provide compensation in the form of incentives in return for performance that meets targets. The purpose of providing incentives is to stimulate employee motivation library for performance improvement. This study is in line with research conducted by Anggriawan, Hamid, & Mukzam (2015) which states that incentives have a positive and significant relationship to Employee Performance. This shows the Incentive variable which includes material incentives which include bonuses, profit sharing, and social security. And non-material incentives which include promotion of positions and praise from superiors have been able to influence employee performance. Furthermore, research conducted by Chong & Law (2006); J. Lee & Oah (2015); Perera (2018) revealed that incentives given to employees have a positive and significant effect on employee performance.

2. **Effect of Knowledge Management on Employee Performance**

The role of knowledge management is very important in organizational life in order to improve employee productivity and competence. Knowledge Management can improve work skills and motivation so as to encourage improvement in individual and organizational performance. Employee performance will achieve maximum results if it is supported by its knowledge. According to Kosasih, & Budiani

(2008), Knowledge management indirectly affects employee performance, there is a significant influence between personal knowledge on job procedures, and the most dominant factor affecting employee performance is technology. Furthermore, employee performance will achieve maximum results if supported by the knowledge they have. Every employee is expected to be able to continue to explore his knowledge and not just depend on or fixate on the existing system. So it can be said that every employee has a role in improving the company. As said by Fatwan (2006) the factors affecting the business environment today are no longer the information age, but have shifted to the knowledge era (Fatwan, 2006).

Knowledge management has emerged as a source of sustainable competitive advantage. Knowledge management is one management tool that can be used to support the achievement of organizational goals and show competitive advantage so as to create good organizational performance (Megantoro et al., 2014). This research is in line with the results of research conducted by Puryantini, Arfati, & Tjahjadi (2017), which revealed that knowledge management has an influence on employee performance. Further research conducted by T. H. Kim et al. (2014); López-Nicolás & Meroño-Cerdán (2011); Schiuma & Schiuma (2012); and Tseng & Huang (2011) revealed that knowledge management significantly influences employee performance.

3. Effect of Work Environment on Employee Performance

The work environment as a social system that has a strong influence on the formation of individual behavior in the organization. The work environment in general is divided into physical and non physical. The physical environment includes a state of noise, spatial planning and equipment. Non-physical environment such as state status, administrative system, social relations, policy and leadership.

The optimal work environment is able to create harmonious relations between organizational members. A work environment that includes several factors impacts the way employees do their work. A comfortable and inclusive workplace environment will improve employee performance thereby increasing organizational performance. Work environment factors include: Noise, workplace lighting, humidity and air temperature, service needs of employees, use of color, environmental cleanliness. Factors that influence a person's performance are: Characteristics of the work environment, Characteristics of Work and Equipment, Psychological Tension, Work Procedures and Physical Tension. Factors that can be included in the work environment and its influence on morale and work environment are coloring, cleanliness, air fights, lighting, music, safety and noise level. While non-financial factors consist of work environment, job description, leadership and tools (Sofyan, 2013). This means that the physical work environment and non-physical work environment have a significant influence on employee performance (Rahmawanti, 2014). Furthermore, research conducted by Izzah, Rini, & Baby Poernomo (2019); J. Kim, Candido, Thomas, & de Dear (2016) and Sander, Caza, & Jordan (2019) revealed that the physical and non-physical work environment had an influence on employee performance.

4. The Effect of Incentives, Knowledge Management and Work Environment Simultaneously on Employee Performance

Incentives are rewards given by employees both directly and indirectly, financially and non-financially, which are fair to employees for their performance in achieving organizational goals, so that incentives are needed by any company to improve the performance of their employees. Research conducted by Chong & Law (2006); J. Lee & Oah (2015); Perera (2018) revealed that incentives given to employees have a positive and significant effect on employee performance. Knowledge management has emerged as a

source of sustainable competitive advantage. Knowledge management is one management tool that can be used to support the achievement of organizational goals and show competitive advantage so as to create good organizational performance (Megantoro et al., 2014). So knowledge management has an influence on the performance of Puryantini, Arfati, & Tjahjadi employees. 2017).

4. CONCLUSIONS

Based on the discussion that has been done in the previous chapter, it can be concluded that

1. Providing incentives to the Padang City Department of Trade can be said to be quite high, the existence of formal education programs provided to employees has given employees the opportunity to develop their knowledge. However, in its implementation it still needs to be improved, among others, in providing incentives that are done regularly. When the incentive is received by the employee, it will provide morale for the employee and in the end will improve employee performance such as completing work to be appropriate and quality

2. Employee knowledge management needs to be given more attention because the role of employees in improving knowledge is very compatible with the era of technology 4.0. This means that the better the knowledge management of employees, the better the performance of employees.

3. The working environment of the Padang City Trade Office is good enough, it can be seen from the neat way of decorating the room, the temperature of the workplace is cool, adequate ventilation, not noisy and has air freshener. Likewise with the non-physical work environment by providing support and guidance in completing work, in collaboration with employees to build mutual trust, establish good cooperation between fellow colleagues with the same type of work. This means that the better the

work environment the more employee performance increases.

4. Simultaneously incentives, knowledge management, and work environment significantly influence performance. This means that the better the incentives, knowledge management, and work environment, the better the performance of employees.

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