

# Is Job productivity Determined by Incentives, Workloads, and Job Satisfaction?

Ikramina Larasati Hazrati Havidz<sup>a,1,\*</sup>, Novitasari<sup>b,2</sup>, M. Havidz Aima<sup>c,3</sup>, Hernawati W. Retno Wiratih<sup>d,4</sup>

<sup>a1</sup> Universitas Esa Unggul, Indonesia

<sup>b2</sup> Universitas Esa Unggul, Indonesia

<sup>c3</sup> Universitas Esa Unggul, Indonesia

<sup>d4</sup> President University, Indonesia

<sup>1</sup> ikramina.larasati@esaunggul.ac.id\*; <sup>2</sup> novitasarikadri@gmail.com; <sup>3</sup> havidz.aima@esaunggul.ac.id;

<sup>4</sup> hernawati\_life@president.ac.id

\* corresponding author

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## ABSTRACT

*Most of the retail industry at current time tend to utilize the advance technology adoption to enhance their job productivity. Advance technology utilization might lead to business competition in the retail industry. Thus, the study would like to analyse the determinants of job productivity at PT XYZ Department Store. The study aims to framed out the determinants factor of job productivity and to find out the mediating role of job satisfaction on incentives and workloads to job productivity. The study applies non-probability sampling method with 145 respondents collected. Smart-PLS is the statistical tools that is used to analyse the collected data. The proposed hypotheses in the study are all accepted. The results of this study prove that Incentives and Workloads have a positive and significant effect on Job Satisfaction; Incentives and Job Satisfaction have a positive and significant effect on Job Productivity; Workload has a negative and significant effect on Job Productivity; Job satisfaction plays a partial mediator role from incentives to Job Productivity; Last but not least, Job Satisfaction plays a full mediator role from Workload to Job Productivity.*

## 1. INTRODUCTION

At current time, the development in various fields of any business is happening very fast, specially in the Retail Industry in Indonesia. According to Ferawati. (2019) human resources are very influential on the progress of the company. Human resources become an important role in achieving the results of organizational goals, with the rapid development of technology today business competition is becoming competitive, therefore companies need to maximize their human resources (Saifudin et al., 2020).

Factors that affect employee job productivity are incentives. According to Kuswandi (2021) This incentive is provided to motivate employees to be motivated in improving their work performance, so that the company can create maximum productivity targets. Incentives are also given in the form of material and non-material. Incentives have an impact on job satisfaction, therefore if employees are satisfied with the incentives provided, it can affect employee productivity.

According to Tjibrata, Lumanaw, & Dotulang O.H. (2017) the efforts to increase employee productivity include paying attention to the workload of employees so that it can be in accordance with the work abilities of the employee. By providing an effective workload, the company can find

out to what extent employees can be given the maximum workload (Suliantoro, 2021). Therefore, the workload is also one of the factors that must be considered by the company so that employees can complete their work in accordance with the time specified so as to obtain satisfaction from the achievement of the work.

Employees in Department Store XYZ are required to be more productive in completing the tasks given by the top manager within a specified time. A company's success depends on the job productivity of an employee in the organization. According to Santoni & Suana (2018) an employee will be said to be very productive if he has high job productivity so that he can achieve predetermined targets and is responsible for completing his tasks on time. According to Rahmatania (2021) Job satisfaction reflects the feeling condition of the employees. An employee will feel fast for his work, the employee will feel happy when doing work and will make his job productivity increase. Therefore, providing job satisfaction is very important.

According to the study at PT XYX, Siniaga (2018) found that productivity is determined by incentives. Hence, the authors would like to prove the relationship of incentives on job productivity. In addition, Halimu et al (2022) signified on their study at PT Kurnia Luwuk Sejati that the relationship of workload on job productivity are mediated by job satisfaction. In line to the aforementioned, the authors would like to prove the mediating roles of job satisfaction. Last but not least, the study of Sulaiman & Talli (2020) at Mattoangin Convection and Printing Businesses in Makassar City signified that job productivity is determined by job satisfaction. Therefore, the authors would like to prove the relationship of job satisfaction to job productivity. To sum up, the study modifies the 3 models into a unified model in which incentives and workload affect job productivity mediated by job satisfaction. The thing that distinguishes this research from previous research is job satisfaction as a mediating variable, where job satisfaction is still rarely used as a mediating variable and is associated with incentives, workload, and job productivity. In addition, this study examines employees who work in the XYZ Department Store, which also distinguishes this study from previous researchers.

In connection with the research above, the purpose of this study is to measure the Effect of Incentives and Workload on Job productivity mediated by Job Satisfaction at one of the XYZ Department Store companies and it is hoped that this research can provide input and contribute ideas for the future, provide additional knowledge and benefits for the managerial sector, especially for human resource managers.

## 2. THE PROPOSED METHOD

Interpreted by Sudarso (2017) The provision of incentive is to improve the work of employees and retain superior and outstanding employees to remain within the company. In line with Sumardin, Mustaqim, & Sabri (2019) incentives are a form of stimulation and motivation given by the company to employees so that they can encourage employee morale so that they can work more productively and achieve targets that have been determined by the company.

According to Septiawan & Heryanda (2021) workload is a process or work that must be completed and carried out within a predetermined period of time. The workload itself is like a target that has been determined by the company which is a workload borne by employees. According to Sitepu (2013) workload on employees there are 3 categories under

conditions, namely workload that meets the standards, workload that is too high, and workload that is too low. Rubiarty (2018) also defines workload is the extent to which the individual capacity of workers is needed in completing the tasks assigned to employees, the indicators used to measure workload include: targets to be achieved, work conditions, work standards.

According to Paramita (2019) Employee job productivity is a very important thing for an organization or company engaged in services or production of goods. The existence of adequate employee job productivity will be able to help the company in achieving company goals so that employees also get satisfaction. Dimensions on productivity are ability, attitude, behavior, and commitment to work/task (Sumampouw, 2013). According to Halimu et al., (2022) the productivity of an employee can be seen based on the total output produced by employees in doing their jobs. Employees will be said to be productive if the employee is able to produce products in accordance with the targets set by the company.

According to Hartono, Effendi, & Nurwati, (2021) Job satisfaction is a positive feeling about a job, which results from evaluating its characteristics. The dimensions used to measure the workload include: The job itself, Salary, Promotion opportunities, Supervision, Co-workers (Alam & Sudioanto, 2021). According to Ekowati, Supriyanto, Fatmawati, Mukaffi, & Setiani (2021) job satisfaction is the result of an employee's perception of how well a person's job meets anything that is considered important through their work. Wati et al., (2021) define job satisfaction as one of important factors for an individual to perceived about. Each worker has different specifications that might lead on the satisfaction level that might be different between oneanother.

### **The Relationship of Incentives to Job Satisfaction**

The findings of Abdullah & Wan (2013) found that incentives has a positive and significant effect on job satisfaction because incentives are considered the most important thing to reward employees. On the other hand, the study of Supeno et al., (2021) signified incentives has a positive and significant effect on job satisfaction, employees feel that the incentives are given based on the work that has been carried out, thus creating morale both individually and as a team in achieving company goals. Meanwhile, Thanan et al., (2021) signified incentives as having positive and significant relationship to job satisfaction, where these incentives can be counted as an approach to motivate the employees by providing rewards that are in accordance with the work given so that enthusiasm arises to achieve the desired goals for the company.

H<sub>1</sub>: Incentives have a positive and significant effect on Job Satisfaction

### **The Relationship of Workloads to Job Productivity**

Malino et al., (2020) signified the study on Makassar branch Postal Office that job satisfaction can be achieved once the employees complete their work at the specified time. Thus, workload has a positive and significant effect on job satisfaction. According to Wahyuni (2021) an employees will feel satisfied if the workload given is in accordance with their abilities. Therefore,

workload has a positive and significant effect on job satisfaction. Meanwhile, it was found by Siboro (2022) that the increasing workload will increase job satisfaction. Hence, workload has a positive and significant effect on job satisfaction, meaning

H<sub>2</sub>: Workload has a positive and significant effect on Job Satisfaction

### **The Relationship of Incentives to Job Productivity**

According to Ahammad et al., (2015) incentives has a positive significant effect on work productivity. Companies give bonuses to employees based on their effectiveness, these incentives can also provide great motivation to employees and incentives can also make employees feel appreciated for their contribution to the company. Subekhi (2021) that incentives have a positive and significant effect on employee productivity, the higher the incentives given to employees, the higher the employee's job productivity. And conversely, the lower the incentives provided, the lower the employee's work productivity. In addition, Sugiarto & Ramadhan (2021) signified that there present a positive and significant effect of incentives to job productivity. By providing incentives, the company hopes to increase job productivity, work quality, contribute to advancing the company, enthusiasm, and a sense of full responsibility towards their work.

H<sub>3</sub>: Incentives has a positive and significant effect on Job Productivity

### **The Relationship of Workload to Job Productivity**

According to Trisnawaty & Parwoto (2020), workload has a negative and significant effect on job productivity. Where the workload increases, the work productivity of employees will decrease. This may happen due to the workload provided by the company is not in accordance with the abilities of the employees, so that employees cannot carry out their work on time. Mizan et al., (2019), also signified on his study that workload has a negative and significant effect on work productivity. Excessive workloads can have an adverse impact, which will cause physical and mental fatigue.

H<sub>4</sub>: Workload has a negative and significant effect on Job Productivity

### **The Relationship of Job Satisfaction to Job Productivity**

Job productivity can increase once an employee could reach their satisfaction of accomplishing one particular job desk. Satisfaction occurs because of the provision of incentives to employees who have completed the targets set by the company Signifying the aforementioned sentence, Narpati et al., (2020) pictured out job satisfaction as having positive and significant effect on job productivity. It is also supported by the study of Sururin et al., (2020) that job satisfaction has a positive and significant effect on employee job productivity.

H<sub>5</sub>: Job Satisfaction has a positive and significant effect on Job Productivity

### **The Mediating Roles of Job Satisfaction**

Iskandar & Elysabet (2022) determined on his study that incentives have a positive effect on job productivity, where these incentives are given in order to increase work productivity so that there is reciprocity by employees to the company. Idris et al., (2021) pictured out incentives affect job satisfaction. Satisfaction could increase employee work productivity because incentives can be considered as motivation by the employees (Bahtiar et al., 2018). In addition, Tarigan & Tupti

(2021) and Hernaningsih (2022) find out workload has a positive and significant effect on work productivity. This happen because the company has given the tasks in accordance with the employees’ ability. Therefore, workload has a positive effect on job satisfaction, the workload given was in accordance with the incentives on its performance (Zannah et al., 2021).

H<sub>6</sub>: Incentives have a positive and significant effect on job Productivity through job satisfaction

H<sub>7</sub>: Workload has a positive and significant effect on Job Productivity through Job Satisfaction

### 3. METHOD

Smart-Partial Least Square (PLS) is the statistical tool used to analyzed the collected data. The study objective is the sales employee at XYZ Department Store in West Jakarta. The study implement quantitative analysis where the data was collected through a questionnaire that was distributed online by the utilization of Google Forms. This study used a survey method in the form of a questionnaire distributed online in the form of a google form as a data collection technique which was carried out once. All sales employees of the XYZ store department, a total of 145 people, was used as the study population. The questionnaire consists of 29 statements. The respondent consists of 55.2% of woman respondent and 44.8% of man respondent with the average age of 20 up to 25 years old followed with the percentages of 52.4%. In addition, most of the respondent have been work in XYZ Department Store for about two years (39.3%).

### 4. RESULTS AND DISCUSSION

#### Results

The collected data are therefore will be analyzed and measured based on the outer model analysis and the structural model or well known as inner model analysis. The outer model analysis is run to measure the validity and reliability of the data. Once the validity and reliability have been achieved, the study can analyze to further analysis that is to test the structural model of the study. The outer model is measured by convergent and discriminant validity. The convergent validity tested in this study are Cronbach alpha, composite reliability, AVE, and loading factor. The discriminant validity is measured by analyzing the HTMT test.

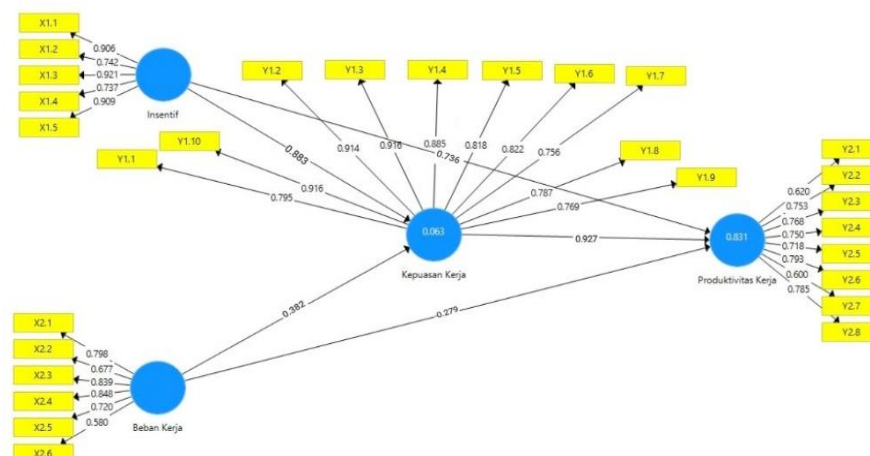


Figure 1. Outer Model

Therefore, the study has fully satisfied the cutoff threshold for both convergent validity and discriminant validity tests. It can be seen in Table 1 the Cronbach alpha value of all variables are above 0.6; the composite reliability is above 0.7; the AVE are above 0.5; and the loading factor present in Figure 1 indicates the value of all above 0.5. Last but not least, it can be seen the HTMT test in Table 2 were also all indicates the value of lower than 1.

**Table 1. Average Variance Extracted (AVE), Cronbach Alpha & Composite Reliability Test**

	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)
Incentives	0.899	0.926	0.718
Workloads	0.868	0.883	0.562
Job satisfaction	0.953	0.96	0.706
Job Productivity	0.872	0.899	0.528

**Table 2. Heterotrait-Monotrait Ratio (HTMT) Test**

	Workloads	Incentives	Job satisfaction	Job Productivity
Incentives	0.979			
Workloads	0.676	0.638		
Job satisfaction	0.187	0.822	0.865	
Job Productivity				

The measurement of the inner model aims to see the fit of the model and to measure the direct and indirect effects. To get the results of the inner model analysis, the research model needs to be bootstrapped. Inner model analysis using the value of R-Square and path coefficient. The calculation results can be seen that the value of R Square Adjusted for job productivity variable is 0.831 which means that the incentive, workload, and job satisfaction variables are able to explain the effect on the job productivity variable as much as 83.1% while the remaining 16.9% is influenced by other variables that is not analyzed in this study. (see Table 3).

According to Garson (2016)(Ghozali et al., 2015) the significance of a hypothesis can be determined by using a comparison between t-statistics and t-table. If the t-statistics value is higher than the t-table value, it can be interpreted that the hypothesis is supported. As for the t-table value > 1.96 at the 95% confidence level. Therefore, it can be seen in table 4 that all hypotheses with direct effect relationships are all accepted in the study. It was found that Incentives has positive and significant relationship to job satisfaction (H1); workloads has positive and significant relationship to job satisfaction (H2); incentives has positive and significant relationship to job productivity (H3);



Workload has negative and significant relationship to job productivity (H4); job satisfaction has positive and significant relationship to job productivity (H5).

**Table 4. Hypothesis Testing on the Direct Effect Relationship**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Incentives -> Job satisfaction	0.883	29.783	0.000
Workloads -> Job satisfaction	0.382	8.956	0.033
Incentives -> Job Productivity	0.736	16.282	0.000
Workloads -> Job Productivity	-0.279	2.137	0.000
Job Satisfaction -> Job Productivity	0.927	16.468	0.000

The study hypotheses have also proposed the role of job satisfaction as a mediator from incentives to job productivity and from workloads to job productivity. Thus, Job satisfaction mediates the relationship of incentives to job productivity as signifying the value of positive and significant. Last but not least, job satisfaction also mediates as positive and significant of the relationship from workload to job productivity.

**Table 5. Hypothesis Testing on the Indirect Effect Relationship**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Incentives -> Job Satisfaction -> Job Productivity	0.819	14.087	0.000
Workloads -> Job Satisfaction -> Job Productivity	0.281	2.284	0.023

## Discussion

First of all, as the first hypothesis is accepted, this means that the higher the incentives provided, the higher the job satisfaction of employees. The researchers found that non-formal is a determining factor for incentives to job satisfaction, awards in the form of giving praise to employees who have well worked and achieved predetermined targets so that they can affect their job satisfaction by providing direction given by superiors to employees in every work so that all employees work with discipline. This is done by the company as a form of appreciation for its

efforts in providing the best achievements and at the same time providing motivation to encourage a higher work ethic. This research is in line with research Supeno, Oemar, & Munandar (2021), Meutia & Narpati (2021) and Thanan, Pio, & Kalangi (2021) which states that incentives have a positive and significant effect on job satisfaction.

Second, it is found that the second hypothesis is accepted. This means that when the workload increases, job satisfaction will increase. It is found that work standards are a determining factor in workload on job satisfaction. Work standard includes providing standardized on the work abilities, workloads given to employees by superiors will be accepted by employees with full responsibility so that it can affect their job satisfaction. The results of this study are in line with research conducted by Malino, Radja, & Sjahruddin. (2020); Wahyuni (2021); and Siboro (2022) which states that workload has a positive and significant effect on job satisfaction.

Third, as of third hypothesis is accepted, this means that the higher the incentives provided by the company, the higher the job productivity of the employees will be. Based on the research conducted, the researchers found that non-formal is a determining factor for incentives to job productivity. Non-formal includes giving awards to employees with advance skill, awards in the form of giving praise to employees who have worked well and achieved predetermined targets so that they can affect their job productivity through the quality of work. The incentives provided by the company is belief to encourage the employees to work harder, be enthusiastic and have a full sense of responsibility for their work. Thus, it can lead work quality improvement. The study is in line with previous research conducted by Subekhi (2021); Sugiarto & Ramadhan (2021); Lampa, Yantu, & Bokingo (2021); and Bahtiar et al., (2018) wich states that incentives has a positive and significant effect on job productivity.

Fourth, it is proven on the study that hypothesis four is accepted as well. It means that, when the workload increases, job productivity will decrease. The researchers found that work standards are a determining factor for workloads on job productivity. The work standard includes providing standardized work abilities, that there is a difference between the ability of employees and the demands of the work that must be faced. Considering that, each has a different level of work loading. Some workloads given to employees by superiors are not accepted by employees with full responsibility and workloads (targets) given to employees are not in accordance with the abilities of employees so that it can affect their job productivity decline through quality work, high workloads. This may led to the employees are not working hard, not enthusiastic and do not have a full sense of responsibility towards their work, so that it will be able to reduce the quality of their work. The hypothesis is in line with Halimu et al., (2022), Trisnawaty & Parwoto (2020) and Mizan, Fathoni, & Paramita (2019) which shows that there is a negative and significant relationship between workload and job productivity.

Fifth, the hypothesis five is also accepted. Tis signifies that, when job satisfaction increases, job productivity will increase. It was found that supervision is a determining factor of job satisfaction on job productivity. The supervision includes giving directions given by superiors to employees where to create the atmosphere of works with discipline and does not delay the work so that it can affect job productivity. The given incentives can encourage the employees to work harder, be enthusiastic and have a full sense of responsibility for their work, so that it will improve the quality of their work. This study is in line with Ezeamama (2019); Narpati, Andrian, & Nursal (2020); and Sururin, Heryanda, & Atidira (2020) which states that job satisfaction has a positive and significant effect on job productivity.

Sixth, the study has also signifies the accepted result of the sixth hypothesis. The direct effect of incentives by giving awards to employees, awards in the form of giving praise to employees who



have worked well and achieved predetermined targets so that they can affect their job productivity through quality work, the incentives provided can encourage employees to work harder, passionate and have a full sense of responsibility towards his work. So as to improve the quality of the work and requires a job satisfaction role through giving directions given by superiors to employees where this is to build the environment of work on time and no delay. If employees at the XYZ store department company are given encouragement to improve their work performance through incentives, employees will generate willingness to work through rewards in the form of giving praise to employees who have worked well and achieved predetermined targets. The research is in line with research theory R. Iskandar & Elysabet (2022); Idris, Echdar, Sabban, & Asrul (2021); and Bahtiar, Tumbuan, & Trang (2018) which states that incentives have a positive and significant effect on job productivity through job satisfaction.

Seventh, as the seventh hypothesis is also accepted, it can be seen that the more workload increases, the more job productivity will increase through job satisfaction. This means that the workload must go through job satisfaction first to be able to affect job productivity. The indirect effect of workload with ability standards, workload given to employees by superiors will be accepted by employees with full responsibility and workload (targets) given to the employees. If employees at the XYZ store department company are given encouragement to improve their work performance through workloads, then the workload (target) given to employees is in accordance with the abilities of employees through quality work, the incentives provided can encourage employees to work harder, enthusiastic and have a full sense of responsibility towards their work, so as to improve the quality of employee work. The research is in line with previous researchers by Tarigan & Tupti (2021); Hernaningsih (2022); and Zannah et al., (2021) shows that workload have a positive and significant impact on job productivity through job satisfaction.

## 5. CONCLUSION

Incentives have a positive significant effect on job satisfaction, meaning that the higher the incentives provided, the more employee job satisfaction will increase. Workload has a positive significant effect on job satisfaction, meaning that when the workload increases, job satisfaction will increase. Incentives have a positive significant effect on job productivity, meaning that the higher the incentives provided, the more employee productivity will increase. Workload has a significant negative effect on job productivity, meaning that when the workload increases, job productivity will decrease. Job satisfaction has a positive significant influence on job productivity, meaning that when job satisfaction increases, job productivity will increase.

In this study, job satisfaction plays a role as a partial mediator of the relationship between incentives to job productivity, because there are incentives that have a direct effect on job productivity. This means that without going through job satisfaction, incentives can have a direct effect on job productivity. Lastly, job satisfaction plays a full mediator role in the relationship between workload to job productivity, because there are results that workload does not directly affect job productivity, so that the variable job satisfaction is proven to be a full mediating role between workload and job productivity. through job satisfaction first to be able to affect job satisfaction.

In addition, the study is limited to one study objective on PT XYZ Department Store that runs the business in retail industry. The future researchers are recommended to expand the study objective by adding one or more study objective than it has been done in this particular study. It is also recommended that further study may widen the scope of the model by adding another variables

that is not determined in this research. So that it is not only focused on o the factors that can affect job productivity. The study are limited to incentives, workload, job satisfaction, and job productivity. It is hoped that further research can look for different variables in influencing job productivity and can conduct research with diverse respondent criteria.

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