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The Impact of Providing Incentives and Work Discipline on Employee Performance at the South Sumatra Regional Civil Service Agency

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Abstract

This study aims to analyze the influence of providing incentives and work discipline both partially and significantly on employee performance at the South Sumatra Regional Civil Service Agency. This type of research is quantitative descriptive. The population used in the inbi study is the total number of employees of the South Sumatra Regional Civil Service Agency. The technique of determining the number of samples uses saturated sampling which is the entire population used in the research sample, which is as many as 70 respondents. Data analysis used data quality tests, classical assumption tests, and multiple linear regression analysis with t-test (partial), F test (simultaneous), and R-test. Work discipline has a positive and significant effect on the performance of used car employees at the South Sumatra Regional Civil Service Agency. The provision of incentives and work discipline simultaneously has a positive and significant effect on the performance of employees at the South Sumatra Regional Civil Service Agency.

Keywords: Giving incentives, Work discipline, employee performance

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh pemberian insentif dan disiplin kerja baik secara parsial maupun signifikan terhadap kinerja pegawai pada Badan Kepegawaian Daerah Sumatera Selatan. Jenis penelitian ini adalah deskriptif kuantitatif. Populasi yang digunakan dalam penelitian ini adalah jumlah total pegawai Badan Kepegawaian Daerah Sumatera Selatan. Teknik penentuan jumlah sampel menggunakan sampling jenuh yang merupakan seluruh populasi dipakai dalam sampel penelitian yaitu sebanyak 70 responden. Analisis data menggunakan uji kualitas data, uji asumsi klasik, dan analisis regresi linear berganda dengan uji t (parsial), uji F (simultan), dan uji R. Hasil penelitian menunjukkan bahwa pemberian insentif berpengaruh positif dan signifikan terhadap Kinerja pegawai pada Badan Kepegawaian Daerah Sumatera Selatan. Disiplin kerja berpengaruh positif dan signifikan terhadap Kinerja pegawai mobil bekas di Badan Kepegawaian Daerah Sumatera Selatan. Pemberian insentif dan disiplin kerja secara simultan berpengaruh positif dan signifikan terhadap kinerja pegawai pada Badan Kepegawaian Daerah Sumatera Selatan.

Kata kunci: Pemberian Insentif, Disiplin Kerja, Kinerja Pegawai

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INTRODUCTION

Competition in the increasingly fierce global era causes agencies to be required to work more effectively and efficiently. In addition, agencies are also required to be able to increase competitiveness in order to maintain the survival of the agency. Achieving effective and efficient performance requires quality human resources in supporting the tasks that are the responsibility of the organization. The success of the organization in achieving the goals that have been set can be seen from the performance of the people in the organization (Dinsar, 2021). Humans as social creatures basically have the nature to socialize, cooperate, and need the existence of other humans. For this reason, the existence of an organization is very necessary as a forum that can gather or facilitate humans in socializing and working together (Dunggio, 2020). In this context, a good organization not only serves to facilitate interaction between individuals, but also to optimize the performance of its members, especially in government agencies.

Employee performance is an important factor that affects productivity and service quality in various government agencies. The South Sumatra Regional Civil Service Agency (BKD), as an institution responsible for managing the human resources of the state apparatus, needs to ensure that employee performance is always optimal so that organizational goals can be achieved. Various factors affect employee performance, including the provision of incentives and the application of good work discipline. Providing the right incentives is often considered an effective tool to improve employee motivation and performance.

Research by (Sutrisno et al., 2023) shows that the incentives provided by the company have a positive impact on employee performance, especially in startups. Similar things were also found by (Ratnasari & Mahmud, 2020), which revealed that incentives have a significant effect on employee performance variables at PT. Unilastindo Interbuana. Providing the right incentives can motivate employees to work harder, increase productivity, and reduce absenteeism or tardiness. In addition, work discipline is an equally important factor in supporting employee performance.

Work discipline includes compliance with the rules that apply in the work environment as well as punctuality in carrying out tasks. Research (Pratiwi et al., 2023) and (Putra & Haryadi, 2022) found that work discipline has a significant effect on employee or employee performance. Good discipline includes not only punctuality, but also the ability to complete tasks efficiently. Research (Purba & Marpaung, 2023) It also shows that high work discipline, when combined with the right incentives, can strengthen employee loyalty and performance.

Several previous studies have shown that providing incentives has a positive influence on employee performance. Example (Waruwu & Simanullang, 2022) In their research they revealed that incentives are external driving factors that drive positive motives, leading individuals to work harder. The importance of incentives stems from the need for employees to be recognized and rewarded for their efforts. Other research by (Piri et al., 2022) It was also found that incentives had a significant effect on the performance of employees at the PT. Manado Dive Club. Similar results were also found in the study (Sundari & Rifai, 2020), which shows that incentives can improve employee performance at the Ministry of Finance, although motivation and work discipline factors play a role.

In addition to incentives, work discipline also has an important role in improving employee performance. Research (Pratiwi et al., 2023) revealed that work discipline has a significant effect on employee performance. Likewise, (Putra & Haryadi, 2022) shows that

work discipline greatly affects employee performance in companies in Indonesia. This shows that punctuality, adherence to rules, and the ability of employees to complete tasks well can have a direct impact on their work results.

However, although many studies have shown a positive relationship between incentives, work discipline, and employee performance, the challenge faced by government agencies, including the South Sumatra BKD, is how to implement effective policies to improve employee performance. Some of the phenomena that often occur are the incompatibility between providing incentives and performance achievements, as well as low work discipline even though there are clear rules. This phenomenon is often caused by inconsistent management, lack of oversight, or inequity in the distribution of incentives.

From various existing studies, there are similarities in finding that incentives and work discipline affect employee performance, but there are also differences in the context and focus of research. This research will focus more on the local government environment, by looking at the combination of incentives and work discipline and their impact on employee performance in the South Sumatra BKD, which is expected to make a significant contribution to the management of human resources of state apparatus at the regional level.

Many employees in the South Sumatra BKD feel that the incentives provided are not enough to motivate them to work harder. This is in line with the findings (Dinsar, 2021) which shows that the provision of incentives does affect performance, but if the incentives are not received fairly or adequately, then the impact on performance is limited. This phenomenon often occurs due to a mismatch between the amount of incentives and the expected results by employees, which in turn affects their motivation and productivity levels.

Low work discipline is a problem in a number of government agencies, including in the South Sumatra BKD. Employees who are not disciplined in carrying out their duties and obligations can have a negative impact on organizational performance. Research (Arifin & Sasana, 2022) and (Abdullah et al., 2023) revealed that poor work discipline is directly related to declining employee performance. In the South Sumatra BKD, this phenomenon can be seen in irregular attendances, delays in completing tasks, and a lack of sense of responsibility for work. This affects the efficiency and effectiveness of employee performance, which in turn hinders the achievement of organizational goals.

Another phenomenon that occurs is the effect of providing incentives and work discipline on employee loyalty. Research (Purba & Marpaung, 2023) shows that providing the right incentives can increase employee loyalty, which is directly related to performance. At BKD South Sumatra, some employees who get enough incentives feel more appreciated and tend to show higher loyalty to the organization. However, for employees who feel unappreciated or not given the incentives they deserve, their sense of loyalty and discipline decrease, which has an impact on their performance.

Therefore, it is important to conduct further research on "The impact of providing incentives and work discipline on employee performance at the South Sumatra Regional Civil Service Agency" to identify the extent to which these two factors affect employee performance and what other factors play a role. This research is expected to provide a more comprehensive picture of the challenges faced by BKD in improving employee performance and provide policy recommendations that can be applied to improve the quality of public services in this area.

The purpose of this study is to find out and analyze the impact of incentivizing on employee performance at the South Sumatra Provincial Regional Civil Service Agency, the impact of work discipline on employee performance at the South Sumatra Provincial

Regional Civil Service Agency, and the impact of providing incentives and work discipline on employee performance at the South Sumatra Provincial Regional Civil Service Agency.

METHODS

This type of research is quantitative descriptive. In this study, the author took the object of research about the South Sumatra Regional Civil Service Agency (Sugiyono, 2022). The scope of this study is only on variables related to human resource management in the South Sumatra Regional Civil Service Agency related to incentivization and work discipline have a positive and significant influence on the employee performance of the South Sumatra Regional Civil Service Agency. The population in this study was determined at the Regional Civil Service Agency of South Sumatra Province. Samples were taken from all members of the population, namely employees of the Regional Civil Service Agency of South Sumatra Province which amounted to 70 respondents. The data collection techniques used in the study used questionnaire, observation, and documentation techniques. Meanwhile, the data source uses primary data and secondary data. Primary data were obtained from the results of questionnaires on respondents and secondary data using research journals.

The analysis technique uses multiple linear regression and hypothesis test (partial test, simultaneous test, correlation coefficient test, and determination coefficient test) (Ghozali, 2018). Multiple linear regression aims to find out whether or not there is an influence of two or more independent variables (X) on the bound variable (Y). The general formula of multiple linear regression is:

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

Description:

Y : Employee Performance

a : Constant

b₁ b₂ : Regression coefficient

X₁ : Incentivization

X₂ : Work Discipline

e : Error

The partial test (t-test) aims to see the extent of the results of data processing individually between each independent variable and the dependent variable. The statistical test F in this study used a significance level or confidence level of 0.05. Correlation coefficient analysis is used to determine the direction and strength of the relationship between two or more variables. Direction is expressed in the form of positive and negative relationships, while strong or weak relationships are expressed in the magnitude of the correlation coefficient. The determination coefficient test (R² test) aims to measure the extent to which an independent variable can explain the variation of the bound variable, either partially or simultaneously.

Table 1. Operational Definition

Variable	Variable definition	Indicators
Incentivization	Incentives are a form of reward in the form of money given to employees who are able to work according to exceed predetermined standards (Sutrisno et al., 2023)	Financial incentives; Non-financial incentives; Social Incentives.

Variable	Variable definition	Indicators
Work Discipline	Work discipline is a tool used by managers to communicate with employees, with the aim of making them want to change their behavior work; (Salam et al., 2021)	Obey the rules of time; Obey company regulations; Obey the rules of conduct at work; Obey other regulations in the company.
Employee Performance	Employee performance is the results achieved by an employee both in terms of quality and quantity in carrying out their duties in accordance with the responsibilities given (Harahap & Perkasa, 2023)	Quality; Quantity; Timeliness; Effectiveness; Independence; Work commitment;

FINDINGS AND DISCUSSION

Multiple Linear Regression

Table 2. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	9.560	3.389		2.821	.006		
Incentivization	.359	.137	.276	2.628	.011	.418	2.395
Work Discipline	.536	.094	.601	5.724	.000	.418	2.395

The regression coefficient of the variable Incentive (X1) is 0.359 and has a positive sign indicating that Incentive Giving (X1) on employee performance has a unidirectional influence. This can be interpreted that if each addition of one unit of incentive (X1) will increase employee performance by 0.359 assuming that the other variables are considered constant. The regression coefficient of the variable work discipline (X2) is 0.536 and has a positive sign that shows that work discipline (X2) on employee performance has a unidirectional influence. This can be interpreted that if every one unit of work discipline (X2) is added, it will increase employee performance by 0.536 assuming that the other variables are considered constant. Thus the multiple linear regression equation is obtained as follows:

$$Y = 9,560 + 0,359X_1 + 0,536X_2 + e$$

Partial Test (t-Test)

Table 3 Results of Test Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.560	3.389		2.821	.006
Incentivization	.359	.137	.276	2.628	.011
Work Discipline	.536	.094	.601	5.724	.000

Based on the SPSS coefficient output table version 25 above, it can be seen that the significance value (Sig) of the Incentive variable (X1) is 0.006. From the value of Sig. $0.000 < \alpha$ a probability of 0.05. Based on the output of SPSS version 25 above, the tcalculate value of the incentive variable (X1) is 2,628, and the tcalculate value is $2,628 > \text{table}$ is 1.99. The conclusion from the data is that H1 is accepted. In other words, there is an influence between the variable of incentive provision (X1) on employee performance (Y). Based on the SPSS coefficient output table version 25 above, it can be seen that the significance value (Sig) of the Work Discipline variable (X2) is 0.011. From the Sig. value of $0.011 < \alpha$ a probability of 0.05. Based on the output of SPSS version 25 above, the tcalculate value of the Work Discipline variable (X2) is 5.724, and the tcalculate value is $5.724 > \text{table}$ is 1.99. The conclusion from the data is that H2 is rejected. In other words, there is an influence between the variable of work discipline (X2) on employee performance (Y).

Simultaneous Test (Test F)

Table 4 Results of Test Analysis F (Anova)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	821.949	2	410.974	74.988	.000b
Residual	367.194	67	5.481		
Total	1189.143	69			

Based on the above results, it is known that the significance value of the effect of incentive (X1), work discipline (X2), and work environment (X3) together on Y is Fcal 74,988 > Ftable 3.13, and the data is , H3 is received. This means that there is an influence between the provision of incentives (X1), work discipline (X2), and employee performance (Y).

Correlation Coefficient (R)

Table 5 Correlation Coefficient Test

Model	R	RSquare	Adjusted RSquare	Std. Error of the Estimate
1	.831a	.691	.682	2.34105

The correlation value for the variables of incentive (X1) and work discipline (X2) the effect on employee performance (Y) is 0.831, so the effect is positive, meaning that the provision of consumer incentives and work discipline affects employee performance at the

South Sumatra Regional Civil Service Agency, so the level of employee performance is greater. This influence, according to Guilford's rule, includes a very close relationship. Once the correlation value is obtained, it is necessary to know whether the value is significant, or can it be used to explain the relationship between two variables

Coefficient of Determination (R^2)

The determination coefficient test is carried out to find out how much endogenous variables are simultaneously able to explain exogenous variables. The higher the R^2 value means the better the prediction model of the proposed research model. The determination coefficient (R^2) test is performed to determine and predict how large or important the influence contribution given by independent variables together is to the dependent variables. The value of the coefficient of determination is between 0 and 1. If the value is close to 1, it means that the independent variable provides almost all the information needed to predict the dependent variable. However, if the value of R^2 is getting smaller, it means that the ability of independent variables to explain dependent variables is quite limited. Based on the output in table 4.14 we can see that the adjusted RSquare is 0.682, meaning that the combined influence of the variables X1, and X2 on Y is 68.2%. The remaining 31.8% was influenced by other variables besides the variables of free incentive (X1) and work discipline (X2).

The Effect of Incentivizing on Employee Performance

Providing incentives to employees aims to spur employee morale in achieving work achievements and motivate employees to contribute more to the company in achieving its goals. Incentives are provided with the aim of providing stimulation and motivation to employees to improve work performance, as well as efficiency, and production effectiveness. Providing incentives is one of the main things that must be considered by the company, because with incentives employees feel motivated to continue to improve the quality of their work (Saputri et al., 2021). From the results of the phenomenon that occurred at the Regional Finance Agency of South Sumatra Province, the provision of the right incentives can increase employee loyalty, which is directly related to performance, where some employees who get incentives feel more appreciated and tend to show higher loyalty to the organization.

Based on the SPSS coefficient output table version 25 above, it can be seen that the significance value (Sig) of the incentive variable (X1) is 0.000. From the value of Sig.0.000 < a probability of 0.05. Based on the output of SPSS version 25 above, the value of the variable calculation of the incentive (X1) is 2,628, and the value of the calculation is 2,628 > the table is 1.99. The conclusion from the data is that H1 is accepted. In other words, there is an influence between the variable of incentive (X1) and employee performance (Y). These results are supported by research conducted (Sutrisno et al., 2023) that there is a positive impact of the incentives provided by the company on the performance of employees in startups. Other research conducted by (Dinsar, 2021; Suwarsono et.al, 2022; Putra et.al, 2023) that incentives have a positive and significant influence on the performance of employees of the Public Works and Spatial Planning Office.

The Effect of Work Discipline on Employee Performance

Work discipline as an operative function of human resource management is very important because the better the discipline of an employee of a company, the higher the work performance achieved and will create quality employees. Good discipline from

employees will also show that the organization can maintain and maintain the loyalty and quality of its employees, from discipline can also be known the value of the quality of work of its employees.

From the results of the phenomenon that occurred at the Regional Finance Agency of South Sumatra Province, low work discipline has become a big problem. Employees who are not disciplined in carrying out their duties and obligations can have a negative impact on organizational performance. In the South Sumatra BKD, with irregular absences, delays in completing tasks, and a lack of sense of responsibility for work. This affects the efficiency and effectiveness of employee performance, which in turn hinders the achievement of organizational goals.

Based on the SPSS coefficient output table version 25 above, it can be seen that the significance value (Sig) of the work discipline variable (X2) is 0.011. From the Sig. value of $0.011 < \alpha$ probability of 0.05. Based on the output of SPSS version 25 above, the tcalculate value of the Work Discipline variable (X2) is 5.724, and the tcalculate value is $5.724 > \text{table}$ is 1.99. The conclusion from the data is that H2 is rejected. In other words, there is an influence between the variables of work discipline (X2) and employee performance (Y). The results of this study are supported by research (Wau et al., 2021) that work discipline has a significant effect on the performance of employees of the Somambawa Sub-district Office, South Nias Regency. In addition, the research was conducted by (Sinollah & Amin, 2021; Adinda et al., 2023, Witdodari et.al, 2024) that there is a positive and significant influence between work discipline on the performance of employees of PT. Antam Tbk (UIBPEI) Pongkor.

The Effect of Providing Incentives and Work Discipline on Employee Performance

Broadly speaking, the factors that affect performance are internal and external factors. Internal factors are factors that come from within employees, namely intellectuality, work discipline, work experience and educational background. While external factors are supporting factors from outside the employee, namely leadership style, career development, work environment, training, compensation, incentives, and management system within the company, in this study work discipline and the provision of incentives are chosen as independent variables that affect employee performance because of the suitability of the problem with the object being researched so that the company pays attention to work discipline and the provision of incentives to employees because of both things If implemented properly together, it will have a positive impact that will affect employee performance.

The research is carried out by his work (Saputri et al., 2021) that simultaneously work discipline and the provision of incentives have a significant effect on employee performance. This fact is beneficial for PT Putra Karisma Palembang. To improve employee performance, companies must consider work discipline and incentive factors together.

Based on the results of the questionnaire that has been distributed and processed using SPSS version 25, it shows that from the four variables measured, namely the variable of incentive (X1) and the variable of work discipline (X2), it produces employee performance figures at the South Sumatra Regional Civil Service Agency, there is an interval value that results in the statement of many respondents who choose to agree, therefore the performance of employees at the South Sumatra Regional Civil Service Agency has a large employee performance used by customers. For the significant value of $F_{cal} > F_{table}$ from variables X1 and X2 together Y is $0.000 < 0.05$ and the F_{cal} value is $74,988 > F_{table}$ 3.13, so

it can be concluded that all variables together have a positive effect on employee performance at the South Sumatra Regional Civil Service Agency.

CONCLUSION

There is a significant influence between the effect of providing incentives (X1) on employee performance at the South Sumatra Regional Civil Service Agency can be seen from the results obtained with a t_{cal} value of $3,772 > t_{table} 1.99$ with a significance level of $0.000 < \alpha$ a probability of 0.05 , then H_0 is rejected and H_a is accepted. There is a significant influence between the influence of work discipline (X2) on employee performance at the South Sumatra Regional Civil Service Agency can be seen from the results obtained with a t_{cal} value of $2,908 > t_{table} 1.99$ with a significance level of $0.000 < \alpha$ a probability of 0.05 , then H_0 is rejected and H_a is accepted. The results of the study on the influence of the variables of incentive (X1) and work discipline (X2) using the F test obtained a F_{cal} value of $74,988 > F_{table} 3.13$ value and a significance level of $0.000 < 0.05$. the provision of incentives (X1) and work discipline (X2) together have a positive and significant effect on the performance of employees (Y) at the South Sumatra Regional Civil Service Agency.

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