

Advances: Jurnal Ekonomi & Bisnis

<https://advancesinresearch.id/index.php/AJEB>

This Work is Licensed under a Creative Commons Attribution 4.0 International License



Workload, Personality and Incentives on Employee Performance



Nur Azizah Karepesina¹ ✉ Zakaria² Irwan Adam Labo³

¹ Universitas Yapis Papua, Jayapura, Papua, 99113, Indonesia
^{2,3} Universitas Yapis Papua, Jayapura, Papua, 99113, Indonesia

Received: 2024, 06, 03 Accepted: 2024, 12, 30
Available online: 2024, 12, 31

Corresponding author. Nur Azizah Karepesina
✉ nurazizahkarepesina@gmail.com

KEYWORDS	ABSTRACT
<p>Keywords: Employee Performance; Workload; Personality; Incentives; Human Resource Management.</p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2024 AJEB. All rights reserved.</p>	<p>Purpose: This study aims to assess the influence of workload, personality, and incentives on employee performance at the Jayapura City Regional Revenue Agency (Bapenda). The hypothesis is that these factors collectively significantly impact employee performance.</p> <p>Research Design and Methodology: The research employs a quantitative approach with a descriptive design. Data were collected through questionnaires distributed to 68 employees, selected using stratified random samples from a population of 136. The study variables include employee performance as the dependent variable and workload, personality, and incentives as the independent variables. Data analysis was conducted using multiple linear regression with SPSS version 22, including validity, reliability, and classical assumption tests to ensure the regression model's robustness.</p> <p>Findings and Discussion: The results indicate that the workload has a positive but insignificant effect on employee performance, while personality and incentives have a positive and significant impact. The regression model explains 68.4% of the variance in employee performance through these three independent variables.</p> <p>Implications: These findings suggest practical implications for Bapenda's management in designing more effective human resource strategies by holistically considering workload, personality, and incentives. Future research should expand the scope to other government agencies and incorporate qualitative methods for deeper insights.</p>

Introduction

Employee performance is a crucial aspect of the success of government organizations. The Regional Revenue Agency (Bapenda) is vital in regional financial management. Bapenda is responsible for optimizing regional revenue, which is the primary foundation for implementing various development programs. Therefore, improving employee performance at Bapenda is a priority that cannot be overlooked. This study specifically focuses on the context of Bapenda in Jayapura City, where performance challenges often become obstacles to achieving regional revenue targets. Various factors can influence this performance, ranging from heavy workloads and the personalities of individual employees to the incentives provided by the agency. High workloads can lead to stress and decrease productivity, while individual personalities affect how employees face challenges and interact with colleagues. Material and non-material incentives are essential in motivating employees

to achieve optimal performance. Understanding the influence of these three factors—workload, personality, and incentives—is crucial in designing effective performance improvement strategies. This research aims to explore the extent to which each of these factors contributes to the performance of employees at Bapenda in Jayapura City. By identifying the relationships between workload, personality, and incentives on employee performance, this research hopes to provide valuable insights for policymakers in crafting more effective human resource management policies.

Several studies have explored the impact of various factors on employee performance in government agencies. Maini (2021) found that workload negatively affects job satisfaction and has mixed effects on performance, while teamwork and leadership positively impact performance. Giyanto (2022) and Rumbi (2021) identified a significant favorable influence of motivation on performance. Claudia (2024) further demonstrated that workload negatively affects performance, but this effect is mediated by motivation. Nisa (2022) and Alamsyah (2023) highlighted the positive effects of incentives, job satisfaction, and work morale on performance, with Alamsyah (2023) emphasizing the importance of motivation. Sutanto (2021) also found that stress, motivation, facilities, and training all impact performance. These findings suggest that workload management, teamwork, leadership, motivation, incentives, job satisfaction, work morale, and work discipline can enhance employee performance in government agencies. In reviewing the literature related to workload and employee performance, it has been found that excessive workload often results in decreased productivity and increased stress levels. Studies on personality and performance in government organizations show that individual characteristics such as resilience, adaptability, and work orientation significantly influence performance. Research on incentives and employee motivation asserts that appropriate incentives, both material and non-material, can enhance motivation and, ultimately, employee performance. The summary of the main findings from these studies highlights the complex relationships among the factors influencing employee performance. Identifying limitations in recent studies, such as the narrow focus on specific variables or the lack of a holistic approach, presents opportunities for this research to address these gaps. Thus, this study aims to provide a more comprehensive understanding of the influence of workload, personality, and incentives on employee performance at Bapenda in Jayapura City and how these factors can be optimized to improve overall performance.

Despite the numerous studies that have explored factors influencing employee performance, there remains a significant gap regarding the interaction between workload, personality, and incentives within the context of government organizations. Many studies focus on one or two factors separately but rarely comprehensively examine the interaction of all three factors. This creates a gap in the literature that needs to be filled to gain a more holistic understanding of how these combinations of factors influence employee performance. This research aims to fill that gap by profoundly exploring the interaction between workload, personality, and incentives and their impact on employee performance at Bapenda in Jayapura City. Through a more comprehensive approach, this study hopes to provide new insights that previous studies have not yet revealed. Additionally, this research will test the hypothesis that the interaction between these three factors has a more significant influence on performance than the effect of each factor individually. The relevant summary shows that although workload and incentives have been widely studied, the complex interactions among these factors and how employee personality mediates these effects have not been sufficiently addressed. This study will test and expand upon these findings to explore how employee personality can moderate the relationship between workload and incentives with performance. Thus, this research not only fills existing gaps but also makes a significant contribution to the development of human resource management theory and practice, particularly within the context of government organizations in Indonesia. Hopefully, this research will provide practical recommendations for policymakers in designing more effective strategies to improve employee performance through a holistic and evidence-based approach.

This study aims to objectively evaluate the impact of workload, personality, and incentives on the performance of employees at the Regional Revenue Agency (Bapenda) in Jayapura City. The primary goal of this research is to understand how each factor influences employee performance and how the interaction among these three factors can affect overall performance. By highlighting the importance of these factors, this study hopes to provide evidence-based recommendations for policymakers to

enhance employee performance through more holistic and effective strategies. The research questions formulated in this study are as follows: First, to what extent does workload affect employee performance at Bapenda in Jayapura City? Second, how does employee personality moderate the relationship between workload and performance? Third, to what extent do incentives enhance employee performance directly and through their interaction with personality and workload? These questions are designed to explore the complex interactions among these three factors, identified as gaps in previous research literature. This research demonstrates significant novelty and relevance by filling gaps present in prior studies. While many studies have examined the individual effects of workload, personality, and incentives, few have explored the simultaneous interaction of all three within the context of government organizations. Therefore, this study contributes to the development of human resource management theory and offers practical insights that can be applied in managing employee performance in government agencies. The findings from this study are expected to assist Bapenda in Jayapura City in crafting more effective policies to improve employee performance, which, in turn, will contribute to optimizing regional revenue and achieving development goals.

This research is significantly relevant in linking the findings of previous studies with a more specific and holistic context. Earlier studies have identified various factors influencing employee performance, such as workload, personality, and incentives. However, studies examining the interaction between these three factors in the context of government agencies are still limited. Therefore, this research seeks to fill that gap by exploring how workload, personality, and incentives influence Bapenda in Jayapura City employee performance. This is crucial to enrich academic literature and provide practical guidelines for human resource management in the public sector. In terms of theoretical development, this study offers a new perspective on the interaction of these factors, which can serve as a basis for further studies in human resource management. From a practical standpoint, the findings of this study can be applied to design more effective and evidence-based policies to enhance employee performance. With a better understanding of how these factors interact, government agencies can implement more holistic and targeted strategies to manage workload, leverage employee personality, and provide adequate incentives. This research highlights innovative aspects with a more comprehensive approach in examining the interaction effects of workload, personality, and incentives on employee performance. The innovation lies in the simultaneous focus on these three factors, often studied separately in previous research. The uniqueness of this study also stems from its specific context in Bapenda in Jayapura City, providing a real-world depiction of how these factors play out in a government agency work environment. The critical contribution of this research to the academic field is providing empirical data that can support or challenge existing theories on employee performance. Additionally, this study offers practical insights that policymakers can directly apply in designing more effective programs to improve employee performance. In the long term, the results of this research are expected to contribute to the overall improvement of government agency performance, which will support efforts to optimize regional revenue and achieve development goals.

Literature Review

Performance

According to Hasibuan (2012), performance is an individual's work outcome in executing the assigned tasks based on their achievements, experience, dedication, and time. In most organizations, the performance of individual employees is a key factor determining the organization's success. Anwar Mangkunegara (2013) identifies several factors influencing performance. Firstly, ability is crucial. Psychologically, employee ability comprises potential ability (IQ) and actual ability (skills). Employees with an above-average IQ (110-120), adequate education, and proficiency in daily tasks are likelier to achieve the desired performance. Hence, a leader or employee with potential or skills in an organization can significantly enhance its progress. Secondly, motivation is essential. It arises from an employee's attitude towards their work environment. Motivation is the condition that drives an employee toward achieving the organization's goals. This intrinsic drive is critical for aligning individual efforts with organizational objectives, ensuring cohesive progress towards common goals.

As Robin (2006) described, performance indicators include quality, quantity, effectiveness, and timeliness. Quality is assessed by the degree to which tasks meet perfection concerning skills, ability, accuracy, and precision. Quantity measures the output produced by the work performed. Effectiveness gauges the level of resource utilization (human, financial, material, technology) to enhance outcomes from each resource unit. Timeliness evaluates the completion of activities within the stipulated time frame, considering the coordination with the final results. Understanding these factors and indicators is fundamental for organizations aiming to improve employee performance, as it provides a structured approach to evaluating and enhancing individual contributions toward organizational success. This comprehensive perspective on performance management underscores the importance of fostering both ability and motivation within the workforce to achieve optimal organizational outcomes.

Workload

Workload refers to the tasks assigned to an employee to be completed within a specific timeframe, utilizing their skills and potential (Munandar, 2013). Sunyoto (2012) states that an excessive workload can lead to tension and stress. Factors influencing workload can be categorized into external and internal sources. Tarwaka et al. (2004) identify external workload factors outside the worker's body, including job demands, organizational characteristics, and the work environment. Job demands encompass physical tasks such as workstation ergonomics and posture and mental activities like task complexity, emotional triggers, and job responsibilities. Organizational factors include extended work hours, rest periods, shift schedules, wage systems, organizational structure, and the delegation of authority and responsibility. The work environment encompasses physical, chemical, biological, and psychological conditions.

On the other hand, internal workload factors are reactions within the worker's body to external workload demands. These include somatic factors like gender, age, body size, nutritional status, health conditions, and psychological factors such as motivation, perception, confidence, desires, and satisfaction. According to Putra (2012), there are four indicators of workload: target achievement, work conditions, time usage, and work standards. Target achievement pertains to an individual's perception of the work required within a specific period. Work conditions involve how an individual perceives the necessity to make quick decisions or handle unexpected events. Time usage refers to the duration spent on activities directly related to production. Work standards relate to the individual's perception of the workload to be completed within a given timeframe. Understanding these factors and indicators is essential for managing workload effectively, which can enhance employee performance and reduce stress. This comprehensive perspective on workload management is critical for fostering a healthy and productive work environment, ultimately contributing to organizational success.

Personality

Personality, reflecting individual characteristics, significantly influences the level of performance achieved (Wicaksono & Surjanti, 2016). Personality emerges from each individual's inner self, distinguishing one person from another. It encompasses unique physical and mental traits (Pratiwi & Nugrohoseno, 2014). Leaders must pay attention to individual differences as they affect team dynamics and overall performance in achieving organizational goals (Firmana, 2018). In addition to personality, lifestyle can also impact performance. Anggraini et al. (2015) suggest that lifestyle is observable through workplace habits and personal appearance. Workplace habits like frequent chatting during tasks typically correlate with lower performance, whereas a neat and attractive appearance often correlates with higher performance. Thus, personality and lifestyle jointly influence employee performance (Anggraini et al., 2015).

Gibson et al. (Mulyono, 2021) identify three variables affecting behavior and job performance: individual, organizational, and psychological. Individual variables include abilities, skills, mental and physical traits, background, family, social status, age, origin, and gender. Organizational variables encompass resources, leadership, rewards, structure, and job design. Psychological variables involve perception, attitude, personality, learning, and motivation. According to Robbins and Judge (2015), personality indicators include core self-evaluation, self-monitoring, and proactive personality. Core

self-evaluation reflects an individual's overall self-assessment of their abilities, competence, and worth. Self-monitoring measures an individual's ability to adjust behavior to external situational factors. Proactive personality describes individuals who identify opportunities, take initiative, act, and persist until meaningful change occurs, resulting in higher performance and career success than those who react passively to situations. However, the effectiveness of a proactive personality depends on the context. Understanding these factors and indicators is essential for enhancing employee performance. Leaders must consider individual differences and how personality traits influence workplace dynamics and performance outcomes. This comprehensive perspective on personality management underscores the importance of fostering individual strengths and team cohesiveness to achieve optimal organizational results.

Incentives

According to Mangkunegara, as cited in Ruslan et al. (2020), incentives are monetary rewards given by organizational leaders to employees to motivate them to perform well and achieve organizational goals. Recognizing employee performance and contributions is essential in fostering high motivation and achievement. Sastradipoera, as cited in Reny (2016), explains two main types of incentives: financial and non-financial. Economic incentives include bonuses, commissions, profit-sharing, deferred compensation, and social security benefits such as housing, health, and other allowances. Non-financial incentives can take various forms, such as certificates of appreciation, verbal or written praise, formal or informal thank you notes, promotions for employees who have demonstrated exemplary performance over a certain period, awards for long service and high loyalty, and privileges like the use of specific office attributes or special office equipment. Several factors influence the incentive system. Siagian Sondang P. (2010) outlines that various surveys' prevailing wage and salary levels, including the incentive systems implemented by different organizations within a specific area, play a crucial role. However, this cannot be applied uniformly across organizations due to factors such as the rarity of labor with particular knowledge and skills needed by the organization. Labor union demands also impact the incentive system, as unions often advocate for higher wages and incentives than the prevailing rates to improve their members' living standards and welfare. Productivity is another critical factor; organizations need productive labor to achieve their goals, indicating a strong link between wage levels or incentives and productivity. Organizational policies regarding wages and salaries, including allowances, bonuses, and incentives, reflect the employees' total income and require careful management attention. Lastly, government regulations concerning labor, such as minimum wage levels, overtime pay, and working hours, must also be considered.

According to Siagian (2009), there are several indicators for providing incentives: performance alignment, work duration, seniority, fairness, and appropriateness. Performance alignment directly links the incentive amount to the employee's performance, meaning the incentive size depends on the quantity of work achieved. Work duration determines the incentive based on how long the employee has worked, calculated in hours, days, weeks, or months. Seniority-based incentives rely on the employee's tenure, assuming senior employees demonstrate high loyalty and stability. Fairness ensures that incentives are proportional to the input provided, rewarding higher sacrifices with higher incentives. Lastly, appropriateness compares the incentives with those offered by other companies in the same industry to ensure competitiveness and fairness. Understanding these factors and indicators is crucial for designing an effective incentive system that motivates employees and enhances organizational performance. A well-structured incentive system recognizes and rewards employee contributions and aligns their efforts with the organization's strategic objectives, ultimately driving productivity and success.

Research Design and Methodology

This research uses a quantitative approach with a descriptive design, focusing on numerical data to collect, interpret, and present results. Descriptive research aims to investigate specific conditions or phenomena and present the findings in a detailed report. The research steps include selecting a problem, conducting preliminary studies, formulating the problem and hypothesis, choosing an approach, determining variables and data sources, preparing instruments, collecting data, analyzing

data, drawing conclusions, and writing the report. The study is conducted at the Regional Revenue Agency (BAPENDA) office in Jayapura City from September 2023 to January 2024, involving all 136 employees as the population and selecting a 50% sample or 68 employees using stratified random sampling. The research variables include the dependent variable, employee performance, and independent variables: workload, personality, and incentives. Primary data is collected through questionnaires using a Likert scale. Data analysis is performed using multiple linear regression with t-tests, F-tests, and the coefficient of determination (R²), aided by SPSS version 22. Instrument validity and reliability are tested to ensure the collected data is accurate and consistent. Classical assumption tests ensure the regression model is free from normality, multicollinearity, and heteroscedasticity issues. Descriptive statistical analysis categorizes and presents data, performs calculations to address the research questions, and tests hypotheses.

Findings and Discussion

Findings

Instruments Test Result

Table 1 presents the results of the validity and reliability tests to ensure that the instruments used to measure the research variables are valid and reliable. The validity test shows how well an instrument measures what it is supposed to measure. From the validity test results shown in the table, all indicators of the variables Employee Performance (Y), Workload (X1), Personality (X2), and Incentives (X3) have r-calculated values more significant than the r table value (0.2387). Thus, all indicators are declared valid.

Table 1. Validity and Reliability Test Results

Variable	Indicator	r calculated	r table	Note	Cronbach's Alpha	Critical Value	Note
Employee Performance	Y1	0.749	0.2387	Valid	0.664	0.6	Reliable
	Y2	0.629	0.2387	Valid			
	Y3	0.790	0.2387	Valid			
	Y4	0.677	0.2387	Valid			
Workload	X1.1	0.770	0.2387	Valid	0.752	0.6	Reliable
	X1.2	0.742	0.2387	Valid			
	X1.3	0.729	0.2387	Valid			
	X1.4	0.790	0.2387	Valid			
Personality	X2.1	0.812	0.2387	Valid	0.645	0.6	Reliable
	X2.2	0.767	0.2387	Valid			
	X2.3	0.719	0.2387	Valid			
Incentives	X3.1	0.870	0.2387	Valid	0.827	0.6	Reliable
	X3.2	0.824	0.2387	Valid			
	X3.3	0.786	0.2387	Valid			
	X3.4	0.564	0.2387	Valid			
	X3.5	0.811	0.2387	Valid			

Source: Processed Primary Data (2024)

Table 1 presents validity and reliability tests that were conducted to ensure that the instruments used to measure the research variables are valid and reliable. The validity test shows how well an instrument measures what it is supposed to measure. From the validity test results shown in the table, all indicators of the variables Employee Performance (Y), Workload (X1), Personality (X2), and Incentives (X3) have r-calculated values more significant than the r table value (0.2387). Thus, all indicators are declared valid. Next, the reliability test was conducted to measure the consistency of the results provided by the instrument. The reliability test results show that Cronbach's Alpha values for all variables are more significant than the critical value of 0.6. This means that the instruments used to measure the variables of Employee Performance, Workload, Personality, and Incentives are reliable. Overall, these results show that the research instruments used in this study have good validity and reliability, making them trustworthy for measuring the variables studied. Therefore, the data obtained through these instruments can be used for further analysis and support the research conclusions.

Classic Assumption Test Results

Table 2 presents the results of the classic assumption tests to ensure that the data meets the necessary assumptions for reliable regression analysis. These tests include normality, multicollinearity, and heteroskedasticity tests. The normality test was conducted in this analysis to ensure the residuals are normally distributed. The Kolmogorov-Smirnov test results show an Asymp. Sig. (2-tailed) value of 0.200, more significant than 0.05, indicates that the residuals are normally distributed. This is important because the normality assumption must be met for reliable regression analysis results. The multicollinearity test was conducted to check for high correlations between independent variables. The test results show tolerance values for Workload, Personality, and Incentives of 0.367, 0.581, and 0.380, respectively, with VIF (Variance Inflation Factor) values of 2.723, 1.720, and 2.635. These values are below the multicollinearity threshold (VIF < 10 and tolerance > 0.1), indicating no multicollinearity issues in this model. Finally, the heteroskedasticity test was conducted to ensure the residual variance is constant. The visualization results show points scattered randomly around the Y-axis (0), indicating no heteroskedasticity. This means that the residual variance is constant, and the regression model used is appropriate. Overall, these results suggest that the regression model used in this study meets the basic assumptions required for valid and reliable analysis. The residuals are normally distributed, there are no multicollinearity issues among the independent variables, and the residual variance is constant. Therefore, this model can be used to draw valid conclusions about the relationships between the studied variables.

Table 2. Classic Assumption Test Results

Test	Parameter	Result
<i>Normality Test</i>	Kolmogorov-Smirnov	Normal
N	68	
Test Statistic	0.092	
Asymp. Sig. (2-tailed)	0.200	
<i>Multicollinearity Test</i>	Workload	No heteroskedasticity (points scattered around the Y axis and 0)
Tolerance	0.367	
VIF	2.723	
Personality		
Tolerance	0.581	
VIF	1.720	
Incentives		
Tolerance	0.380	
VIF	2.635	
<i>Heteroskedasticity Test</i>		

Source: Processed Primary Data (2024)

Multiple Linear Regression Test Results

Table 3 presents the results of the multiple linear regression test, showing how the independent variables influence the dependent variable in this study. The coefficients, t-values, and significance levels are provided for each variable.

Table 3. Multiple Linear Regression Test Results

Variable	Coefficient	t-value	Sig	Note
Constant	1.566			
Workload	0.198	1.783	0.079	The positive effect is not significant.
Personality	0.381	3.421	0.001	
Incentives	0.331	3.897	0.000	
t-table value	1.669			
F-value and Sig	49.295		0.000	
F-table value	2.75			
Adjusted R Square	0.684			

Source: Processed Data Using SPSS 22 (2024)

Table 3 shows how independent variables influence dependent variables in this study. The coefficient of the constant is 1.566, indicating the baseline value of employee performance when the independent variables have no effect. The Workload variable has a coefficient of 0.198 with a t-value of 1.783 and a significance of 0.079. Although it positively affects employee performance, the effect is insignificant because the sig value is more significant than 0.05. This means that an increase in workload does not significantly improve employee performance. The Personality variable shows a coefficient of 0.381 with a t-value of 3.421 and a significance of 0.001. This indicates that personality has a positive and significant effect on employee performance. In other words, the better the employee's personality, the higher their performance. The Incentives variable has a coefficient of 0.331 with a t-value of 3.897 and a significance of 0.000, showing a positive and significant effect on employee performance. This means that providing appropriate incentives can significantly improve employee performance. The F-value of 49.295 with a significance of 0.000 indicates that this regression model is significant overall. This is supported by the F-table value of 2.75, where the F-value is much higher, indicating that the independent variables substantially affect the dependent variable. The Adjusted R Square of 0.684 suggests that the independent variables in this model can explain 68.4% of the variation in employee performance. Other variables outside this research model explain the remaining 31.6%. Overall, these results show that personality and incentives are significant factors in improving employee performance, while workload, although having a positive effect, does not have sufficient significance in this model. The regression model is also quite strong, with a high adjusted R square value, indicating a good ability to explain the dependent variable.

Discussion

Workload on Employee Performance

The study reveals that the workload has a positive but insignificant effect on employee performance at the Jayapura City Regional Revenue Agency. This suggests that an increased workload tends to decrease employee performance, although not significantly. This finding highlights the complex dynamic relationship between workload and employee performance. The hypothesis underlying this research is grounded in workload management and employee performance theories. One frequently cited theory is Karasek's Job Demand-Control Model (1979), which posits that high job demands paired with low control can lead to stress and reduced performance. This theory is supported by studies such as Komsatun (2021) and Prawitasari (2020), which found a negative and significant impact of workload on performance. These studies argue that increased workload reduces employees' capacity to work effectively, decreasing performance.

However, the findings of this research contradict several other studies. Herawati (2023) and Danendra (2019) found that high workloads can significantly positively affect employee performance, suggesting that challenging workloads can motivate employees to enhance their performance. Similarly, Lolowang (2019) and Masrurroh (2023) found no significant direct effect of workload on performance, but Lolowang identified a significant indirect effect through work motivation. Cahyaningsih (2023) discovered that, besides workload, the work environment also has a positive and significant impact on performance. These divergent results indicate that the relationship between workload and employee performance is influenced by factors such as work motivation, support from the work environment, and individual employee characteristics. For instance, in the context of this research, high workload may not be accompanied by adequate support or a conducive work environment, thus rendering the positive effect of workload insignificant. The implications of these findings are critical for the management of the Jayapura City Regional Revenue Agency. Although a high workload does not significantly affect performance, increasing workload reduces employee performance. Therefore, management should consider better workload management strategies, such as equitable task distribution, providing adequate support, and enhancing employee motivation.

Furthermore, this study opens avenues for more in-depth future research. Given the complexity of the relationship between workload and performance, further studies could explore other influencing factors, such as work environment conditions, job types, and individual employee characteristics. Future research could also expand its scope to include variables like job satisfaction, work stress, and work-life balance. Future studies might employ different methodological approaches, such as

qualitative methods, to gain deeper insights into employees' workload and performance experiences. Additionally, longitudinal studies could help understand how the relationship between workload and performance evolves and how managerial interventions impact this relationship over time. By adopting a more holistic approach and considering the various factors influencing the workload-performance relationship, future research can provide a more comprehensive understanding and assist organizations in managing the workload and enhancing employee performance effectively. This approach aligns with modern management principles emphasizing employee well-being as a key to organizational success. Building on this foundation, organizations should experiment with and implement policies that address the workload and enhance overall job satisfaction and motivation. This could involve flexible work arrangements, robust support systems, continuous professional development opportunities, and recognition programs that align with employees' intrinsic motivations. Moreover, integrating advanced analytical tools and techniques can help monitor and adjust workloads to optimize real-time employee performance. By leveraging data analytics and employee feedback, organizations can create adaptive work environments that respond to their workforce's evolving needs and capacities. Ultimately, the goal is to move beyond traditional workload management and towards a more dynamic and responsive employee engagement and performance optimization model. This holistic perspective recognizes the importance of considering the diverse and interrelated factors that impact employee performance, enabling organizations to cultivate a thriving and productive workforce.

Personality on Employee Performance

The study indicates that personality positively and significantly affects employee performance at the Jayapura City Regional Revenue Agency. This finding is consistent with a substantial body of research that underscores the critical role of personality traits in enhancing job performance. Traits such as extraversion, conscientiousness, agreeableness, and openness to experience have consistently been linked to improved job performance across various sectors. The theoretical foundation for this hypothesis is rooted in the Five-Factor Model of Personality, which identifies key traits that influence behavior and performance in the workplace. This model suggests that individuals who score high on conscientiousness and extraversion are more likely to exhibit behaviors that contribute positively to their job performance. Conscientious employees tend to be more organized, reliable, and efficient. At the same time, extroverted individuals are more sociable, assertive, and energetic, which can enhance performance, especially in roles requiring interaction and teamwork. Empirical studies support these theoretical claims. Abdullah (2013) found that employees with high conscientiousness and extraversion performed better in the banking sector. Similarly, Youshan (2015) reported that in insurance companies, agreeableness and openness to experience were significant predictors of job performance. Delima (2019) found similar results in teaching hospitals, where these traits enhanced the overall performance of medical staff. More recently, studies by Kasuma (2024) and Mehmood (2017) further corroborated these findings, indicating that these personality traits positively impact performance in various organizational contexts. Andryan (2023) also highlighted the importance of personality in enhancing job performance among employees in diverse industries. Moreover, the influence of personality traits on employee performance is often moderated by work-related attitudes and organizational culture. Awadh (2012) emphasizes that a supportive organizational culture that aligns with employees' values can amplify the positive effects of personality traits on performance. For example, a culture that promotes collaboration and innovation can enhance the performance of employees who are highly open to experience and agreeableness.

The implications of these findings are significant for the management of the Jayapura City Regional Revenue Agency. Understanding the critical role of personality traits in job performance can inform recruitment, selection, and development practices. The agency can enhance overall performance by identifying and hiring individuals with traits that align with the demands of specific roles. A supportive organizational culture aligning with these traits can further boost employee performance. Future research can build on these findings by exploring the interaction between personality traits and other factors such as job satisfaction, work engagement, and leadership styles. Longitudinal studies can provide deeper insights into how these relationships evolve and how interventions can be tailored to leverage personality traits effectively. Furthermore, incorporating qualitative methods can offer a

richer understanding of how personality traits manifest in different job roles and organizational settings. For instance, interviews and focus groups can reveal how employees perceive the impact of their personality traits on their job performance and how organizational culture can support or hinder this impact. Ultimately, the goal is to move beyond traditional performance management and towards a more dynamic and responsive model that recognizes the complex interplay between personality, work environment, and organizational culture. This holistic perspective enables organizations to create a thriving and productive workforce that is well-equipped to meet the challenges of the modern workplace.

Incentives on Employee Performance

The study demonstrates that incentives positively and significantly affect employee performance at the Jayapura City Regional Revenue Agency. This conclusion aligns with a robust body of research highlighting incentives' crucial role in enhancing employee performance across various sectors. Incentives, monetary or non-monetary, motivate employees to perform better and achieve organizational goals. The underlying theoretical framework for this hypothesis is based on motivation theories, particularly the Expectancy Theory and Reinforcement Theory. Expectancy Theory posits that employees are motivated when they believe their efforts will lead to desirable outcomes, such as rewards or incentives. Reinforcement Theory suggests that behavior is a function of its consequences, meaning that positive reinforcement, such as incentives, can increase the likelihood of desired behavior, in this case, improved performance. Empirical evidence supports these theoretical claims. Fatah (2019) and Norbaiti (2022) found that incentives significantly enhance employee performance, with Norbaiti also highlighting the crucial role of wages. Their research underscores that their performance improves when employees perceive their efforts are rewarded appropriately. Rahmadi (2021) and Fauziyyah (2023) further emphasize the positive influence of financial incentives and task complexity, respectively. Rahmadi's study illustrates how economic incentives, such as bonuses, directly boost performance by providing immediate and tangible rewards for employees' efforts. Meanwhile, Fauziyyah highlights that the interplay between task complexity and incentives can lead to higher engagement and performance as employees feel challenged and adequately rewarded.

Ihemereze (2023) and Jegatheeswari (2023) delve into the importance of both monetary and non-monetary incentives. Ihemereze highlights explicitly the role of salary, bonuses, and retirement benefits in motivating employees. These forms of financial incentives provide immediate rewards and long-term security, which can enhance employee loyalty and performance. Jegatheeswari adds that non-monetary incentives, such as recognition and professional development opportunities, also significantly boost performance by addressing employees' intrinsic motivations. Moreover, Daniel (2019) and Pouliakas (2009) support the positive relationship between incentives and productivity. Daniel's research shows that well-structured incentive programs can increase productivity by aligning employees' goals with organizational objectives. Pouliakas highlights that incentives also positively impact job satisfaction, which, in turn, enhances performance. Satisfied employees are more likely to be engaged and committed to their work, leading to better performance outcomes. The implications of these findings for the Jayapura City Regional Revenue Agency are profound. Recognizing the significant impact of incentives on performance, the agency should consider implementing a comprehensive incentive program that includes monetary and non-monetary rewards. Financial incentives such as bonuses, salary increases, and retirement benefits can provide immediate motivation, while non-monetary incentives like recognition, career development opportunities, and a positive work environment can foster long-term engagement and satisfaction.

Future research could explore the differential impacts of various incentives on performance. For instance, studies could examine how specific monetary incentives compare with non-monetary ones in driving performance. Additionally, longitudinal studies could provide insights into how the effects of incentives on performance evolve and the sustainability of these effects. Incorporating qualitative methods could also enrich our understanding of how employees perceive and respond to different incentives. Interviews and focus groups could reveal how incentives influence motivation and performance, providing valuable insights for designing more effective incentive programs. Ultimately,

the goal is to move beyond traditional incentive systems and towards a more holistic and responsive model that recognizes the diverse and interrelated factors influencing employee performance. This comprehensive approach allows organizations to cultivate a motivated, engaged, and productive workforce well-equipped to meet the challenges of the modern workplace.

Workload, Personality, and Incentives on Employee Performance

The study reveals that workload, personality, and incentives significantly affect employee performance at the Jayapura City Regional Revenue Agency. This finding underscores the collective influence of these factors on enhancing employee performance, indicating that a holistic approach is necessary for effective performance management. The theoretical framework supporting this hypothesis is grounded in various management and psychological theories. The Job Demand-Resource Model suggests that job demands, such as workload, interact with job resources, like incentives and supportive personality traits, to influence employee outcomes. Additionally, the Five-Factor Model of Personality and Expectancy Theory provides a basis for understanding how individual characteristics and perceived rewards impact motivation and performance.

A substantial body of research consistently demonstrates the significant impact of workload, personality, and incentives on employee performance. Dongoran (2020) and Kusmayasari (2023) found that leadership, work motivation, and compensation positively and significantly influence performance, highlighting that effective leadership and motivation are critical in managing workload and enhancing performance. Parashakti (2020) and Anggraini (2024) identified a similar positive and significant effect of incentives and work motivation on performance, suggesting that financial and non-financial rewards are vital in motivating employees. Further supporting these findings, Parulian (2020) and Wijayanto (2021) emphasized the role of the work environment, work competency, and motivation in influencing performance. They argued that a supportive work environment and opportunities for skill development are essential for employees to manage their workload effectively and perform optimally. Rahmat (2021) and Winanti (2023) underscored the combined impact of motivation, workability, discipline, and job satisfaction on performance, indicating that a comprehensive approach addressing multiple facets of the work experience is crucial for enhancing performance.

The implications of these findings for the Jayapura City Regional Revenue Agency are significant. Management should collectively consider strategies that address workload, personality, and incentives to optimize employee performance. This could involve ensuring manageable workloads, providing adequate support and resources, recognizing and leveraging employees' personality traits, and offering a well-rounded incentive program that includes financial and non-financial rewards. Future research could delve deeper into the interplay between these factors and their combined impact on performance. For instance, studies could explore how different workloads (e.g., cognitive vs. physical) interact with various personality traits and incentive structures to influence performance. Longitudinal research could provide insights into how these relationships evolve and identify the most effective interventions for sustaining high performance. Qualitative research methods could also better understand employees' experiences and perceptions of workload, personality, and incentives. Interviews and focus groups could reveal how these factors interact in specific organizational contexts and uncover new ways to enhance performance through tailored interventions. Ultimately, the goal is to move beyond traditional performance management practices and towards a more integrated and responsive model considering the complex interplay between workload, personality, and incentives. This holistic perspective enables organizations to cultivate a motivated, engaged, and productive workforce that is well-equipped to meet the challenges of the modern workplace.

Conclusion

This study reveals that workload, personality, and incentives significantly impact employee performance at the Jayapura City Regional Revenue Agency. While workload shows a positive but insignificant effect, personality, and incentives substantially enhance employee performance. The regression model indicates that these three factors explain 68.4% of the variation in employee

performance, highlighting the importance of a holistic approach to performance management in government agencies.

The value of this research lies in its contribution to both academic understanding and practical application in human resource management. By integrating workload, personality, and incentives into a single model, this study offers a comprehensive perspective on performance management that can inform policy and strategy development. It underscores the necessity of considering multiple interrelated factors to effectively enhance employee performance, providing a robust framework for researchers and practitioners.

However, this study has limitations that must be acknowledged. The research is confined to a single government agency in one city, limiting the generalizability of the findings. Additionally, the quantitative approach and survey methodology may not fully capture the complex dynamics of employee performance. Future research should consider expanding the scope to include various government agencies across different regions and employ qualitative methods for a deeper understanding. Longitudinal studies could also offer insights into how these relationships evolve, providing a more nuanced view of the factors influencing employee performance.

References

- Abdullah, I., Omar, R., & Rashid, Y. (2013). Effect of Personality on Organizational Commitment and Employees' Performance: Empirical Evidence from Banking Sector of Pakistan. *Middle-East Journal of Scientific Research*, 18(6), 759-766.
- Abdullah, I., Rashid, Y., & Omar, R. (2013). Effect of Personality on Job Performance of Employees: Empirical Evidence from Banking Sector of Pakistan. *Middle-East Journal of Scientific Research*, 17(12), 1735-1741.
- Alamsyah, S. M. N., Adinata, U. W. S., & Pasundan, S. T. I. E. (2023). The Effect of Work Motivation and Discipline on Employee Performance (Study at a Government Agency in West Java Province). *Jurnal Computech & Bisnis (e-Journal)*, 17(1).
- Andryan, D., & Sopiah. (2023). The Effect Of Personality To Job Performance: Systematic Literature Review. *International Journal of Management Studies and Social Science Research*, 04(06), 128-141. <https://doi.org/10.56293/ijmssr.2022.4533>
- Anggraini, N. (2024). The influence of work environment and work motivation on employee performance. *Journal of Economics and Business Letters*, 4(1), 11-22. <https://doi.org/10.55942/jeb.v4i1.273>
- Anggraini, R. T., & Santhoso, F. H. (2017). Hubungan antara gaya hidup hedonis dengan perilaku konsumtif pada remaja. *Gajah Mada Journal of Psychology (GamaJoP)*, 3(3), 131-140.
- Awadh, A. M. (2012). The Impact of Personality Traits and Employee Work-Related Attitudes on Employee Performance with the Moderating Effect of Organizational Culture : The Case of Saudi Arabia. *Sian Journal of Business and Management Sciences*, 1(10), 108-127.
- Bagus Danendra, A. A. N., & Ganesha Rahyuda, A. (2019). The Effect of Work Loads on Employee Performance With Job Satisfaction As A Mediation Variable. *Journal of Business Management and Economic Research*, 3(8), 40-49. <https://doi.org/10.29226/tr1001.2019.147>
- Cahyaningsih, F., & Dyahjatmayanti, D. (2023). The Effect of Workload and Work Environment on Employee Performance at PT. Merpati Angkasa Abadi Sultan Muhammad Kaharuddin Airport Sumbawa. *AURELIA: Jurnal Penelitian Dan Pengabdian Masyarakat Indonesia*, 2(2), 1474-1482. <https://doi.org/10.57235/aurelia.v2i2.712>

- Claudia, M., & Al Amin, A. R. (2024). The Influence of Workload on the Performance of Banjarmasin City Land Office Employees Through Motivational Mediation. *Open Access Indonesia Journal of Social Sciences*, 7(4), 1581-1590. <https://doi.org/10.37275/oaijss.v7i4.245>
- Daniel, D. C. O. (2019). Effects of Incentives on Employees Productivity. *International Journal of Business Marketing and Management (IJBMM)*, 4(1), 41-48.
- Delima, V. J. (2019). Impact of Personality Traits on Employees' Job Performance in Batticaloa Teaching Hospital. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.4182213>
- Dongoran, F., & Syah, D. (2020). Influence of Leadership, Work Motivation and Compensation on Employee Performance. *International Journal of Economic, Technology and Social Sciences (Injects)*, 1(2), 11-17.
- Fatah, A., & Suhandini, Y. (2019). The Effect Of Employee Incentives And Rewards On Employee Performance. *Jurnal Apresiasi Ekonomi*, 7(1), 46-55. <https://doi.org/10.31846/jae.v7i1.136>
- Fauziyyah, A. A., & Alimuddin, A. (2023). The Effect of Providing Incentives, Task Complexity, and Internal Control on Employee Performance. *Hasanuddin Economics and Business Review*, 7(1), 1. <https://doi.org/10.26487/hebr.v7i1.5107>
- Firmana, A. A. (2018). Analisis Dampak Karakteristik Kepribadian Dan Gaya Kepemimpinan Otokratis Terhadap Kinerja Karyawan Pada Atteenhijab Jombang. *Manajemen Bisnis*, 8(1). <https://doi.org/10.22219/jmb.v8i1.7047>
- Giyanto, G., Rasaili, W., Fitriyah, N. S., Aini, D. N., Hasanah, U., & Susanto, H. (2022). The Effect of Employee Motivation on Organizational Performance At the Regional Development Planning Agency (Bappeda) Banyuwangi and Jember Regency. *Empiricism Journal*, 3(2), 238-245. <https://doi.org/10.36312/ej.v3i2.994>
- Hasibuan, M. S. (2012). *Manajemen Sumber Daya Manusia*. PT Bumi Aksara.
- Herawati, H., Setyadi, D., Michael, M., & Hidayati, T. (2023). The Effect of Workload, Supervisor, and Coworker Supports on Job Performance through Job Satisfaction. *International Journal of Finance, Economics and Business*, 2(1), 13-33. <https://doi.org/10.56225/ijfeb.v2i1.168>
- Ibrahim, & Rahmat, M. A. (2021). Pengaruh Motivasi dan Kemampuan Kerja Terhadap Kinerja Pegawai Pada Dinas Pariwisata Kabupaten Sigi. *Jurnal Aplikasi Manajemen Dan Inovasi Bisnis*, 3(2), 2621-3220. <https://doi.org/10.47201/jmn>
- Ihemereze, K. C., Eyo-Udo, N. L., Egbokhaebho, B. A., Daraojimba, C., Ikwue, U., & Nwankwo, E. E. (2023). Impact Of Monetary Incentives On Employee Performance In The Nigerian Automotive Sector: A Case Study. *International Journal of Advanced Economics*, 5(7), 162-186. <https://doi.org/10.51594/ijae.v5i7.548>
- Jegatheeswari, P., & Anandi, D. (2023). A Study on the Effect of Incentives on Employees Performance. *SJCC Management Research Review*. <https://doi.org/10.35737/sjccmrr/v13/i1/2023/188>
- Kasuma, A. B. H. (2024). The Influence of the Big Five-Factor Personality Dimension on Employee Performance. *International Journal of Applied and Advanced Multidisciplinary Research*, 2(2), 103-112. <https://doi.org/10.59890/ijaamr.v2i2.1364>

- Komsatun, K., Nasution, S., & Nurzam, N. (2021). The Effect of Workload and Work Environment on Employee Performance at the Regional Secretariat of Seluma Regency. *Journal of Indonesian Management*, 1(4). <https://doi.org/10.53697/jim.v1i4.333>
- Kusmayasari, D., Hadi, A., & Fauziyah, N. (2023). PENGARUH MOTIVASI, DISIPLIN KERJA DAN GAYA KEPEMIMPINAN TERHADAP KINE RJA KARYAWAN PT. SURYA EKASARI UTAMA. *J-MACC : Journal of Management and Accounting*, 6(1), 96-107. <https://doi.org/10.52166/j-macc.v6i1.4156>
- Lidya Lolowang, N., Afnan Troena, E., Djazuli, A., & Aisjah, S. (2019). The effect of leadership and organizational culture on employee perform ance that is educated by motivation (study on the implementation empo werment programs in Jayapura city). *Problems and Perspectives in Management*, 17(1), 268-277. [https://doi.org/10.21511/ppm.17\(1\).2019.23](https://doi.org/10.21511/ppm.17(1).2019.23)
- Maini, Y.-, & Tanno, A. (2021). Pengaruh Beban Kerja, Teamwork Dan Kepemimpinan Terhadap Kepuasan Kerja Dan Kinerja Pegawai (Studi Kasus Pada Bappeda Kota Payakumbuh). *Jurnal BONANZA: Manajemen Dan Bisnis*, 2(1), 31-50. <https://doi.org/10.47896/mb.v2i1.360>
- Mangkunegara, A. P. (2013). *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya.
- Masrurroh, M., & Charles, C. (2023). How Workload, Compensation and Work Stress Influence on the Performanc e of PT Airo Maha Kerinci's Employees. *Jurnal Ilmu Manajemen & Ekonomika*, 13(1), 7. <https://doi.org/10.35384/jime.v13i1.358>
- Mehmood, M. S. (2016). Personality Traits Nexus Employee's Performance An Application of Big Five Personality Dimensions Model. *Journal of Social Sciences-Special Issue: AIC*, 101-119.
- Mulyono, K. B. (2021). Investigasi Model Penentu Kinerja Publikasi Penelitian Dosen Ekonomi Di Kota Semarang. *Equilibria Pendidikan: Jurnal Ilmiah Pendidikan Ekonomi*, 6(2), 24-38. <https://doi.org/10.26877/ep.v6i2.10351>
- Munandar. (2013). *Budgeting: Perencanaan Kerja, Pengkoordinasian Kerja, Pengawasan Kerja*. BPFE - YOGYAKARTA.
- Nisa, C., Lumbanraja, P., & Harahap, R. H. (2022). Effect of Incentives and Job Satisfaction on Performance Employees Thr ough The Spirit of Work at Badan Lingkungan Hidup Sumatera Utara. *International Journal Of Humanities Education and Social Sciences (IJH ESS)*, 2(3). <https://doi.org/10.55227/ijhess.v2i3.315>
- Norbaiti, N., Hamdilah, H., Husein, N. M., & Arifin, Z. (2022). The Effect of Wages and Incentives on Employee Performance Improvement. *International Journal of Multi Discipline Science (IJ-MDS)*, 5(2), 89. <https://doi.org/10.26737/ij-mds.v5i2.3480>
- Parashakti, R. D., & Lukertina, L. (2020). Is Employee's Performance Influenced by Incentives and Work Motivation? *4th International Conference on Management, Economics and Business (ICMEB 2019)*, 37-39. <https://doi.org/10.2991/aebmr.k.200205.008>
- Parulian, S., & Sutawijaya, A. H. (2020). Effect Of Work Environment And Motivation On Workload And Its Implicat ions On Employee Performance Pt. Pln (Persero) Up3 Kebon Jeruk. *Dinasti International Journal of Digital Business Management*, 1(2), 165-179. <https://doi.org/10.31933/dijdbm.v1i2.134>
- Pouliakas, K., & Theodossiou, I. (2009). Confronting Objections To Performance Pay: The Impact Of Individual An D Gain-Sharing Incentives On Job Satisfaction. *Scottish Journal of Political Economy*, 56(5), 662-684. <https://doi.org/10.1111/j.1467-9485.2009.00502.x>

- Prasetyani, W. M., Rustono, R., & Suwardi, S.-. (2022). The Influence of Workload and Work Stress on Employee Performance at P T Pos Indonesia (Persero) Kantor Sentral Pengolahan Pos Semarang. *JOBS (Jurnal Of Business Studies)*, 7(2), 199. <https://doi.org/10.32497/jobs.v7i2.3688>
- Pratiwi, W. K., & Nugrohoseno, D. (2014). Pengaruh kepribadian terhadap kerjasama tim dan dampaknya terhadap kinerja karyawan. *BISMA (Bisnis Dan Manajemen)*, 7(1), 63-72. <https://doi.org/10.26740/bisma.v7n1.p63-72>
- Prawitasari, A., & Herfianti, M. (2020). pengaruh workload terhadap kinerja dengan dimediasi stres karyawan ojk regional bengkulu. *Creative Research Management Journal*, 3(2), 1. <https://doi.org/10.32663/crmj.v3i2.1384>
- Putra, A. S. (2012). *Analisis Pengaruh Beban Kerja Terhadap Kinerja Karyawan Divisi Marketing dan Kredit PT. WOM Finance Cabang Depok*. Institut Pertanian, Bogor.
- Qomariah, N., & G, N. N. P. M. (2022). The Influence of Leadership Style, Work Incentives and Work Motivation on the Employees Performance of Regional Revenue Agency. *Journal of Economics, Finance and Management Studies*. <https://doi.org/10.47191/jefms/v5-i7-12>
- Rahmadi, D. F., & Partiw, S. G. (2021). The Effect of Financial Incentives, Organizational Commitment, and Job Satisfaction on Employee Performance. *IPTEK Journal of Proceedings Series*, 0(3), 153. <https://doi.org/10.12962/j23546026.v2020i3.11195>
- Reny, T. T., Collingwood, L., & Valenzuela, A. A. (2019). Vote switching in the 2016 election: How racial and immigration attitudes, not economics, explain shifts in white voting. *Public Opinion Quarterly*, 83(1), 91-113. <https://doi.org/10.1093/poq/nfz011>
- Robbins, P. S. (2006). *Perilaku Organisasi (Edisi 10, Diterjemahkan oleh B. Molan)*. Erlangga.
- Robbins, P. S., & Judge, T. A. (2015). *Organizational Behavior* (16th ed.). Pearson.
- Rumbi, S., Christian, F., & Suparti. (2021). The Effects of Motivation, Leadership, and Work Environment on Employee's Performance: A Case of Local Government Agency in Emerging Country. *Britain International of Humanities and Social Sciences (BioHS) Journal*, 3(2), 347-360. <https://doi.org/10.33258/biohs.v3i2.455>
- Ruslan, R., Lian, B., & Fitria, H. (2020). The influence of principal's situational leadership and teacher's professionalism on teacher's performance. *International Journal of Progressive Sciences and Technologies*, 20(1), 135-143.
- Siagian, S. (2009). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Sunyoto, D. (2012). *Manajemen Sumber Daya Manusia*. PT Buku Seru.
- Sutanto, N., Titisari, K., & Pawenang, S. (2021). Work Stress, Motivation, Facilities, And Training As Factors Affecting Employee Performance At Karanganyar Primary Tax Service Office. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 5(3), 2024-2036.
- Tarwaka, S., & Sudiajeng, L. (2004). *Ergonomi untuk keselamatan, kesehatan kerja dan produktivitas*.

- Wicaksono, A. T., & Surjanti, J. (2016). Pengaruh dimensi kepribadian terhadap kinerja karyawan dengan pelatihan sebagai variabel mediasi studi pada PT Gresik Cipta Sejahtera. *BISMA (Bisnis Dan Manajemen)*, 9(1), 33-42. <https://doi.org/10.26740/bisma.v9n1.p33-42>
- Wijayanto, B. K., & Riani, A. L. (2021). The Influence of Work Competency and Motivation on Employee Performance. *Society*, 9(1), 83-93. <https://doi.org/10.33019/society.v9i1.290>
- Winanti, E. D., Sukaris, S., Aripriyanto, T., Alkhusani, A., Baskoro, H., & Kirono, I. (2023). The Effect of Work Motivation, Work Discipline and Job Satisfaction on Employee Performance. *Innovation Research Journal*, 4(1), 25. <https://doi.org/10.30587/innovation.v4i1.5602>
- Youshan, B., & Hassan, Z. (2015). The Effect of Employees Personality on Organizational Performance: Study on Insurance Company. *International Journal of Accounting and Business Management*, 4(2), 187-196. <https://doi.org/10.24924/ijabm/2015.04/v3.iss1/187.196>