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# Employee Performance: A Study of the Impact of Incentives and Work Discipline

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**ABSTRACT**
The purpose of this study is to explore the impact of incentives and work discipline on employee performance in companies engaged in export and import. The research design used a quantitative survey method by estimating response data from 122 respondents as a research sample selected based on purposive sampling technique. The data analysis method uses instrument validity and reliability tests, as well as collinearity tests estimated by adopting a multiple linear regression model, with predictive power evaluated at the $R^2$ criterion. The significance test of partial and simultaneous effects is evaluated by applying the t-statistic and F-statistic criteria >1,96, at an alpha of 0,05. The research findings confirm that incentives and work discipline have a positive and significant impact on employee performance in this sector, both partially and simultaneously. Incentives and work discipline can jointly explain variance in employee performance, with strong predictive power, but the contribution of work discipline is more dominant. These findings provide valuable insights that can fill the existing gap. Expanding the parameters of work discipline, which must be strictly enforced, can have a more effective and significant impact on employee performance.

**Keywords:**
Incentives; Work Discipline; Employee Performance; Business and Economics

## INTRODUCTION

The primary objective of establishing a business is to generate profits by integrating internal interests with external needs, in alignment with the company's vision and mission (D. Firmansyah, 2025). This encompasses managerial aspects, such as empowering employees with strategic competency-based resources, as well as financial management and allocation, and considering ever-changing market needs as a key supporting resource in the development and implementation of business strategies (Wahdiniwaty et al., 2026).

If marketing practices require creative innovation from marketers to develop and implement marketing strategies to increase customer engagement and purchase intentions so that marketing performance effectiveness can be achieved (e.g., Wahdiniwaty & Firmansyah, 2026), then in HR practices the same applies from a different and broader perspective, in addition to knowledge management, innovation capabilities, adaptive behavior, multitalented, adequate HR qualifications and competencies in various management functions, of course, various employee empowerment and management instruments can be applied in management to encourage employees to improve their best performance (e.g., Budiarti & Firmansyah, 2024). Because organizational development cannot be separated from human resource management (HR), the behavior and competencies of HR, or employees in multilevel management, function as drivers of various other resources within the company (Pranajaya & Susetyo, 2026).

Furthermore, competent and strategic human resources are a crucial factor that drives various other resources within the company to be managed and allocated effectively and efficiently with prudent mechanisms to create sustainable productivity and performance in accordance with collectively integrated knowledge management within the organization, which is operationalized and developed based on the resource-based view (RBV) theory in an effort to achieve business performance, as documented in a study by Budiarti & Firmansyah (2026); Heenkenda et al., (2022). Even from an employee perspective, achieving optimal performance remains the focus and expectation of management in achieving established goals (Budiarti & Firmansyah, 2024). Because high employee achievement and performance will be the basis for achieving organizational goals and growth throughout its business cycle.

This reflects the essence of capability, which aligns with the substance of the concept of employee performance, where employee performance is defined as work results, measurable in terms of quality and quantity, achieved by an employee in carrying out their functions and exceeding assigned responsibilities (Utin & Yosepha, 2019; Rustiaman et al., 2024). Practically, this illustrates the importance of employee qualification based on adequate competency with management knowledge which is very important in effective and efficient HR practices and business operations in an effort to achieve the best performance.

However, in practice, from the past to the present, human resource competency is usually directly related to the growth of employee motivation, work readiness, and discipline as an instrument of agility and empowerment of work behavior that is very important to achieve high employee performance (Budiarti et al., 2018; I. Firmansyah et al., 2026; Suparman et al., 2023; Rijanto, 2023; Purnama et al., 2022). However, to maximize this role, the positive impact of motivation must be internalized. Therefore, the management and implementation of incentives must be applied fairly by company management to consistently support and strengthen employee discipline and focus, thus enabling them to perform each task optimally and demonstrate the best productivity and performance throughout their tenure at the company. Incentives are additional rewards given to certain employees whose performance exceeds standards (Hasibuan, 2021). In experimental economics, the concept of incentives often defines economic outcomes, regardless of whether rewards vary based on the outcome of a subject's actions or whether incentives are based on individual performance (Cox & Sadiraj, 2019).

Incentives can even be used as an instrument for employee development and empowerment, typically in the form of material and non-material incentives (Hasibuan, 2021). In addition, incentives given for good work performance and employee performance usually also encourage the growth of high levels of discipline in employees (Lestari et al., 2024; Marcel & Mohammad, 2026). Existing literature also confirms that providing fair and appropriate incentives can strengthen employee disciplined work behavior, based on achievement and compliance, thereby encouraging increased awareness and willingness to comply with all applicable company regulations and social norms (Hasibuan, 2021; Pranajaya et al., 2026). Consequently, by enabling the implementation of various work discipline parameters in the business industry, this has the potential to have a positive impact on improving employee performance (e.g., Pranajaya et al., 2026; Suparman et al., 2023; Alberd, 2023; Karepesina et al., 2024). Therefore, incentives are formed in the form of stimuli

that companies deliberately provide to their employees so that employees are motivated and willing to work hard so that company goals can be achieved.

Meanwhile, “discipline” in behavior and in carrying out work activities is often used to refer to a consistent and systematic approach to various activities that bind human behavior and apply it in the workplace with the aim of minimizing error rates (Forest, 2012). Various work discipline rules are consistent in carrying out responsibilities in accordance with regulations, so that employees will be more productive and able to work effectively and efficiently, and thus it is very likely that their best performance can be achieved optimally (Tasya et al., 2024; Fauziah et al., 2025; Panggabean et al., 2025; Suparman & Purnama, 2025). The results of research by Ruminding & Zulfiani (2025); Karepesina et al., (2024); Disurya et al., (2022) concluded that incentives affect employee performance. Meanwhile, Pranajaya et al., (2026); Alberd (2023); Pratidhina et al., (2022); I. Firmansyah et al., (2026); Rijanto (2023); Pranajaya et al., (2022); Sitopu et al., (2021); Syamsuddin et al., (2021), their research concluded that work discipline has a positive influence on employee performance. Incentives and work discipline have been shown to positively influence employee performance (Lestari et al., 2024; Suparman & Purnama, 2025; Alberd, 2023; Panggabean et al., 2025).

Interestingly, although some human resource management literature has explored the relationship between incentives, work discipline, and employee performance. However, the development of parameters that shape work discipline to strengthen the impact of incentives in predicting employee performance remains limited in the literature (e.g., Pranajaya et al., 2026; Ruminding & Zulfiani, 2025; Fauziah et al., 2025; Suparman & Purnama, 2025; I. Firmansyah et al., 2026; Rijanto, 2023; Disurya et al., 2022; Sitopu et al., 2021; and Syamsuddin et al., 2021), particularly in the Indonesian context. To address this gap, this study proposes a predictive model of incentives and work discipline with more comprehensive dimensions and indicators to explain employee performance in globally operating companies. Therefore, the purpose of this study is to investigate the impact of employee incentives and work discipline on employee performance in export-sector companies located in West Java, Indonesia. Empirically, the existing gap still reflects low work performance and unmet planned targets. Late arrivals to work, as reflected in the attendance records of some employees, indicate suboptimal employee performance. Furthermore, the incentive program, which has not been fully implemented for some employees with high work discipline and performance, also impacts low employee performance.

Therefore, incentives and work discipline are two important factors that can influence good or bad employee performance. Of course, these incentives and work discipline refer to standard operating procedures established by the company and are seen as two important variables that motivate and encourage employees so that they can continue to work with the best performance according to company demands. This study contributes to enriching the literature on human resource management, particularly related to the importance of having clear incentive rules and work discipline to encourage employee performance. This study also provides a practical overview in managing and implementing incentive programs and disciplinary enforcement as adequate standard operating procedures (SOPs) that apply to all employees at various

levels without any differences in treatment in an effort to maintain and improve employee performance over time.

## METHOD

This research method uses a quantitative approach with a survey type as the basis for developing the research design. A verification model was developed to estimate the relationships between research objects and to statistically test hypotheses based on each parameter of each construct studied. The survey model is operationalized based on sample data determined using a non-probability sampling method with a sample size selected by applying a purposive sampling technique (e.g., Sarker & AL-Muaalemi, 2022; Narayan et al., 2023; Firmansyah et al., 2024), to obtain respondents' responses. Data collection techniques are observation, interviews, documentation, and instrument distribution by providing a series of questions in a questionnaire with a Likert scale of 1 to 7 points, which were distributed to employees selected as respondents in this study from mid-October 2025 to the end of December 2025, so that a total of 122 response data from respondents can be collected as research samples in this study. Therefore, the main data source in this study is primary data, obtained from respondent response data to the questionnaire provided. The research objects consist of incentives (ICs), work discipline (WD), and employee performance (EP). Incentives (ICs) consist of two dimensions described by ten indicators. Work discipline (WD) consists of eight dimensions described by sixteen indicators. Employee performance (EP) consists of five dimensions developed with twelve indicators.

The research data estimation and analysis methods were conducted through data quality testing, which included instrument testing, namely validity testing on the r statistic criteria; Sig> r critical 0,3 (Gujarati, 2021), and instrument reliability testing with the Cronbach's Alpha value criteria greater than 0,7 (Joe F Hair Jr et al., 2020; Hair et al., 2021; Black & Babin, 2019), then classical assumption testing was carried out, namely normality testing with the one-sample K-S Npart test on the criteria = Sig>0,05, heteroscedasticity testing with the Glejser model with the Sig>0,05 criteria (Ghozali, 2021), and a full collinearity test to detect statistical prediction bias was applied to the VIF criteria <3,3 (Kock, 2024; Kock & Dow, 2025). The prediction model was developed by adopting a multiple linear regression model estimated using the IBM SPSS V. 30 application. The causal relationship model and hypothesis testing were carried out by applying correlation tests, calculations, and analysis of the coefficient of determination with the $R^2$ criterion to determine the predictive power of independent latent variables in explaining dependent latent variables (Marselia & Firmansyah, 2025). The significance test of the impact, both individually and simultaneously, was estimated by applying the criteria of t statistics and F statistics greater than the critical number of 1,96, at alpha ($\alpha$) = 0,05 (following Rahma Wahdiniwaty et al., 2025). The t-statistic and F-statistic > 1,96 indicate a significant effect, and vice versa, both for partial hypothesis proof (H1: ICs→EP; and H2: WD→EP), as well as a significant effect for the simultaneous hypothesis (H3: ICS + WD→EP).

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## RESULTS AND DISCUSSION

### Data Quality Evaluation

At this stage, the validity and reliability of the instrument are tested, and it is ensured that the criteria for data normality, data heteroscedasticity, and data multicollinearity are met.

### *Validity Testing of ICs, WD, and EP Instruments*

For the purpose of validating the respondents' response data, the validity test of the incentives (ICs) instrument was operationalized with nine statements, work discipline (WD) consisted of seventeen statements, and employee performance (EP) was developed with twelve statements, all of which were evaluated using the statistical criteria r > r critical, as presented in Table 1.

Table 1. Results of the Validity Test of the Reward, Punishment, and EP Instruments

| ICs Indicators | *r* -Stat | WD Indicators | *r-Stat* | EP Indicators | *r-Stat* | Critical *r-value* | Information |
|---|---|---|---|---|---|---|---|
| ICs1 | 0.808 | WD1 | 0.824 | EP1 | 0.858 | 0.3 | Valid |
| ICs2 | 0.798 | WD2 | 0.853 | EP2 | 0.861 | 0.3 | Valid |
| ICs3 | 0.835 | WD3 | 0.854 | EP3 | 0.864 | 0.3 | Valid |
| ICs4 | 0.845 | WD4 | 0.863 | EP4 | 0.872 | 0.3 | Valid |
| ICs5 | 0.824 | WD5 | 0.882 | EP5 | 0.854 | 0.3 | Valid |
| ICs6 | 0.812 | WD6 | 0.877 | EP6 | 0.801 | 0.3 | Valid |
| ICs7 | 0.823 | WD7 | 0.864 | EP7 | 0.709 | 0.3 | Valid |
| ICs8 | 0.796 | WD8 | 0.901 | EP8 | 0.747 | 0.3 | Valid |
| ICs9 | 0.777 | WD9 | 0.895 | EP9 | 0.758 | 0.3 | Valid |
| ICs10 | 0.787 | WD10 | 0.820 | EP10 | 0.782 | 0.3 | Valid |
| - | - | WD11 | 0.873 | EP11 | 0.715 | 0.3 | Valid |
| - | - | WD12 | 0.817 | EP12 | 0.739 | 0.3 | Valid |
| - | - | WD13 | 0.807 | - | - | 0.3 | Valid |
| - | - | WD14 | 0.680 | - | - | 0.3 | Valid |
| - | - | WD15 | 0.624 | - | - | 0.3 | Valid |
| - | - | WD16 | 0.571 | - | - | 0.3 | Valid |

Note: r-stat >r-critical 0.3, instrument item is valid.

Based on Table 1, it can be seen that all incentive instrument (ICs) items are declared valid (statistic r ICs1 – ICs10 > r-critical). The evaluation results also show that all statement items measuring work discipline (WD), namely from WD 1-WD16, have strong data validity criteria with statistical criteria r greater than r-critical. The employee performance instrument is confirmed to meet the criteria for good validity consistency at statistical values r greater than r-critical starting from EP1 to EP12.

### *Reliability Testing of the ICs, WD, and EP Instruments*

The reliability test of the instrument for each variable is seen from the Cronbach's Alpha (C$\alpha$) value with criteria greater than 0,7, then reliability is met. The results of the reliability test of each research variable are presented in the following Table 2.

Table 2. Reliability Test Results for the ICs, WD, and EP Instruments

| Variables | Cronbac's alpha (C$\alpha$) | Statement Items | Results |
|---|---|---|---|
| Incentives (ICs) | 0.941 | 10 | Reliable |
| Work Discipline (WD) | 0.967 | 16 | Reliable |
| Employee Performance (EP) | 0.944 | 12 | Reliable |

Note: C$\alpha$ value >0.7 reliable instrument item.

Table 2 shows that each statement item, both from incentives (IC), work discipline (WD), and employee performance (EP) has a Cronbach's Alpha value; C$\alpha$>0,7, indicating that all statement items or indicators of each construct had good consistency and reliability.

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***Classical Assumption Test***

In this study, the classical assumption test evaluates three assumptions: data normality based on the Kolmogorov-Smirnov model, data heteroscedasticity using the Glejser model, and data multicollinearity test based on the VIF criterion, at an alpha of 0,05, see Table 3.

Table 3. Results of Data Normality Tests, Glejser Model Heteroscedasticity, and Multicollinearity-VIF Statistics

| Data Normality | Independent Variables | Heteroscedasticity | Multicollinearity-VIF Statistics |
|---|---|---|---|
| Asymp. Sig. (2-tailed) = 0.200; $\alpha$ = 0.05; *N* = 122; ICs, WD, and EP | ICs | Sig. ICs > 0.05 | 2.264 (VIF ICs) |
| | WD | Sig. WD > 0.05 | 2.264 (VIF WD) |

Note: Data Normality, Sig.>0.05; Heteroscedasticity, Sig.>0.05; VIF must be <3.3.

The data in table 3 yields three assessments. First, the normality criteria of the Kolmogorov-Sminrov model data are met with an Asymp.Sig. (2-tailed) value of 0,181 greater than 0,05 (0,200>0,05), so it can be concluded that the data are normally distributed and the normality criteria of the data in this study have been met. Second, referring to the results of the Glejser model heteroscedasticity test, it is seen that each incentive variable (ICs) and work discipline (WD) has a Sig. value>0,05 (Sig.ICs; Sig.WD>0,05), so that in this research model there is no heteroscedasticity problem. Third, the results of the multicollinearity evaluation based on the VIF criteria are obtained, where the latent variables of incentives (ICs) and work discipline (WD) have a VIF value of 2,264<3,3, so that the VIF of ICs; VIF of WD = 2,264<3,3. Thus, the results of the multicollinearity-VIF statistical test conclude that the research data is free from bias due to multicollinearity problems between independent latent variables in predicting latent dependent variables.

**Evaluation of the Predictive Power of Regression Model Fit ($R^2$)**

Evaluation of the regression model fit, for both individual and simultaneous influence models, is based on the predictive power of $R^2$, which is evaluated by referring to the model summary statistics, as shown in Table 4.

Table 4. Predictive Power Test Results Based on the $R^2$ Model

| Regression Model $R^2$ Model 1: ICs →EP | | Regression Model $R^2$ Model 2: WD →EP | | Regression Model $R^2$ Model 3: ICs; WD →EP | |
|---|---|---|---|---|---|
| EP | | EP | | EP | |
| ICs | $R^2$ = 0.479 ($r$ = 0.692**) | - | - | ICs | $R^2$ = 0.745 ($R$ = 0.555**) |
| - | - | WD | $R^2$ = 0.493 ($r$ = 0.702**) | WD | |

Note: Predictive power of $R^2$>0.25 is low; $R^2$>0.5 is classified as moderate predictive power.

The data in Table 4 shows the predictive power of each independent variable on the dependent variable based on the coefficient of determination $R^2$ in the summary model. The findings indicate that the $R^2$ value for Regression Model 1, reflecting the predictive ability of IC in explaining variance in EP, is 0.479, greater than the $R^2$ = 0.25 criterion and approaching the $R^2$ = 0.50 criterion, indicating a low to medium effect size. Regression Model 2 shows the predictive ability of WD in explaining variance in EP at $R^2$ = 0.493, greater than $R^2$ = 0.50 and approaching $R^2$ = 0.50, indicating a medium effect size.

Regression Model 3 has an $R^2$ value of 0.555, confirming that IC and WD together can explain variance in EP with moderate predictive power. Therefore,

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incentives and work discipline simultaneously have moderate predictive power in explaining the total variance in employee performance. Therefore, the regression model construction in this study has good overall model fit.

**Hypothesis Testing**

In this phase, hypothesis testing, both partial hypotheses (H1 and H2) and simultaneous hypotheses (H3) will be tested by applying the criteria of t statistics and F statistics that are greater than the critical number of 1,96, with the probability of significance of the influence applied to the p-value; $\alpha$ = 0,05

***Partial Effect Signifinace Test***

The partial effect significance test in this study was conducted to prove H1, namely the impact of incentives on employee performance; and H2, namely the impact of work discipline on employee performance, which was evaluated at an alpha of 0,05 and at a criterion greater than the critical number of 1,96. The complete and clear results of both partial effect significance tests are presented in Table 5.

Table 5. Results of Partial Effect Significance Test

| Hypothesis | Coefficients[a] Model | Coeff. β | S.E | t-Stat | Sig. | Results |
|---|---|---|---|---|---|---|
| H1 | ICs → EP | 0.334 | 0.091 | 3.680*** | 0.000 | Accepted |
| H2 | WD → EP | 0.632 | 0.154 | 4.105*** | 0.000 | Accepted |

Note: Significance of effect, t-stat >1.96; Sig.<*p; $\alpha$* = 0.05.

The results of Table 5 show that incentives (ICs) have a positive impact on employee performance (EP), with a β coefficient value of 0,334, significant at p value; $\alpha$ = 0,000<0,05 with a statistical value of t = 3,680 > 1,96, so the test results support and H1 can be accepted. Similar results show that work discipline (WD) partially has a positive effect on employee performance (EP), with a β coefficient value of 0,632, significant at p value; $\alpha$ = 0,000<0,05 with a statistical value of t = 4,105 > 1,96, so H2 can be accepted. The results of the partial influence significance test support all proposed hypotheses, so that H1 and H2 are proven and accepted.

***Testing the Significance of Simultaneous Effects***

The significance of simultaneous effects was tested by simultaneously estimating data parameters for each latent variable at an alpha of 0.05. The results of the simultaneous effects test are presented in Table 6.

Table 6. Results of Simultaneous Effect Significance Test

| Hypothesis | Coefficients[a] Model | R | $R^2$ | S.E | F-Stat | Sig. | Results |
|---|---|---|---|---|---|---|---|
| H3 | ICs + WD → EP | 0.745 | 0.555 | 9.558 | 59.967*** | 0.000[b] | Accepted |

Note: The simultaneous effect is significant, F-stat >1.96; Sig.<*p; $\alpha$* = 0.05.

Referring to Table 6, the analysis results show that incentives (ICs) and work discipline (WD) simultaneously have a positive impact on employee performance (EP), significant at p-value; $\alpha$ = 0,05, with Sig. 0,000 <0,05, and statistical value F = 59,967 >1,96. This finding supports the proposed hypothesis so that H3 is proven and accepted. Incentives and work discipline together can explain the total variance of employee performance, with strong predictive ability. Interestingly, the findings reveal evidence that work discipline has a dominant effect in influencing employee performance compared to incentives.

**Discussion**

Poorly managed and implemented incentive programs, coupled with low work discipline, have the potential to impact employee performance at suboptimal and

unsatisfactory levels. Conversely, management that implements and provides incentives fairly and appropriately and consistently supports high levels of employee discipline can positively impact employee performance. This trend indicates that incentives and work discipline have a linear relationship with employee performance, suggesting a causal relationship between the three in human resource practices, increasing employee engagement and empowerment.

To support this, research findings indicate that incentives (ICs) have a positive and significant impact on employee performance (EP). This finding aligns with those of Ruminding & Zulfiani (2025); Lestari et al., (2024); Disurya et al., (2022); Lee et al., (2020); Hermanto (2018); and Chepkemoi (2018). Empirically, it is recognized that the implementation of incentives can provide a positive contribution in creating job stability, a conducive work environment, satisfaction, and maximizing superior employee competencies so that it can influence employee performance in many business and non-business organizations (e.g., Marcel & Mohammad, 2026; Suparman & Purnama, 2025; Liu & Liu, 2022; Alkandi et al., 2023; Karepesina et al., 2024; and Lazear, 2018). Therefore, the findings of this study confirm that a well-designed and fair incentive program, provided in the form of material and non-material incentives based on employee performance and achievements, is an important instrument for employee empowerment and serves as a tool to motivate and encourage employees to perform optimally, thus enabling them to achieve peak performance in import and export companies, even in large global corporations.

These findings also prove that work discipline has a positive and significant impact on employee performance. This finding is in line with the research results of Alberd (2023); Suparman et al., (2023); I. Firmansyah et al., (2026); Rijanto (2023); Sutaguna et al., (2023); Pratidhina et al., (2022); Pranajaya et al., (2022); Sitopu et al., (2021); Syamsuddin et al., (2021). Aspects of goals and capabilities, such as leadership, remuneration, ethics, legal sanctions, assertiveness, and relationships between fellow employees that regulate work discipline are able to explain high and low employee performance (Pranajaya et al., 2026; Suparman et al., 2023; Panggabean et al., 2025). Strict enforcement of work discipline, of course, has a broader positive impact at the organizational level. This not only reflects the empowerment of more organized employee work behavior from within, resulting in optimal performance, but employee work discipline can also be key to a business's success in achieving its goals, strengthening its presence, and meeting broad external expectations (Sitopu et al., 2021; Fauziah et al., 2025; Tasya et al., 2024). This is the scientific reasoning put forward by various theories, as well as wise sayings, why discipline is so important in strengthening the belief that the goals we aspire to and strive for are increasingly achievable, both in our daily personal lives, in our families and communities, and in defining and operationalizing individual and team work behavior in a systematic and more organized manner as organizational personnel with various goals (D. Firmansyah, 2023). Consequently, the existence of high employee discipline can create a structured and safe work environment and climate, enabling employees to function optimally, thus contributing to improved employee performance, which ultimately contributes to the achievement of organizational goals.

The research findings also confirm that incentives and work discipline simultaneously have a positive and significant impact on employee performance. Incentive and work discipline parameters can explain employee performance in terms

of quality, quantity, timeliness, effectiveness, and independence. In fact, providing fair incentives is closely correlated with increased employee work motivation, which ideally can drive increased employee productivity and performance, ultimately contributing to organizational effectiveness in achieving goals (Daniel, 2019; Schoe et al., 2024; Damo et al., 2025; Kurniawan et al., 2023). Therefore, these findings acknowledge that incentives are actually a sensitive instrument that facilitates the achievement of good employee performance with an adequate level of satisfaction in every human resource management process in the organization (e.g., Marcel & Mohammad, 2026; Alkandi et al., 2023), and work discipline is a work mechanism that is institutionalized as an absolute rule that must be consistently enforced as embodied in standard operating procedures to control and activate every employee behavior based on the assessment of results and performance ((Kunzl & Messner, 2023; Krskova et al., 2021).

Ultimately, these research findings adequately reaffirm that incentives are a stimulus deliberately provided by companies to motivate and encourage employees to work hard to achieve company goals. Consequently, with employee behavior that maintains strict and continuous work discipline that emphasizes consistency in carrying out responsibilities in accordance with regulations, this can encourage employees to work more productively, effectively, and efficiently, thereby significantly improving their performance (e.g., Lestari et al., 2024; Alberd, 2023; Panggabean et al., 2025; Suparman et al., 2023; Karepesina et al., 2024). Predicting incentives and work discipline with broader parameters has been shown to explain variance in employee performance, with strong predictive power. Therefore, this study has uncovered evidence that can fill the existing gap. In fact, work discipline is confirmed to have a more dominant impact than incentives in influencing employee performance in export-import companies, and has the potential to be applied to other types of businesses.

## CONCLUSION

The research findings conclude that incentives have a positive and significant impact on employee performance. Similar findings indicate that work discipline has a positive and significant effect on employee performance. These findings also confirm that incentives and work discipline simultaneously have a positive and significant effect on employee performance in companies in this sector. Incentives and work discipline can jointly explain variance in employee performance, with strong predictive power. Work discipline is confirmed to have a more dominant impact on employee performance than incentives. Therefore, consistent discipline enforcement is crucial and encompasses all organizational personnel behaviors at various management levels. These findings provide valuable insights that can fill the existing gap. Expanding the parameters of work discipline, which must be strictly enforced, can have a more effective and significant impact on employee performance.

This research contributes to the expansion of management literature, particularly in human resource management, regarding HR processes and HR practices in empowering and motivating employees to consistently perform optimally. Practically, this research contributes to improved managerial governance that focuses more on work performance, a structured and conducive work environment and climate,

and increased productivity. Thus, it has implications for improving employee performance, applicable to various companies. The limitation of this study is that it predicts employee performance in companies engaged in export and import based on incentives and work discipline operationalized and estimated based on respondent response data in a limited sample size, which allows for statistical bias at a more global level of generalization. Future research needs to expand the sample size to produce higher-quality findings that have broader generalizability with the assumption of low bias. In addition, a comparison of the response data parameters of employees working in companies engaged in export and import with general local companies as the subject of this study needs to be researched and analyzed in depth to obtain more ideal research findings that are beneficial to many stakeholders.

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