



Received: June 10, 2023

Revised: April 22, 2023

Accepted: October 30, 2023

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DESCRIPTIVE OF QUANTITATIVE DATA | SUPPLEMENTARY

The Role of Incentives in Increasing Employee Engagement at CV. Asstro Tarogong Garut

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Abstract: In the increasingly competitive era of globalisation, companies need to ensure a high level of employee engagement to maintain productivity and work quality. This study aims to analyse the effect of incentives on employee engagement at CV Asstro Tarogong Garut. This type of research is quantitative with descriptive and associative approaches. The population in this study were all 34 employees of CV Asstro Tarogong Garut. The sampling technique used total sampling, so the number of samples used was 34 employees. The research was conducted at CV Asstro Tarogong Garut which is located in Tarogong Kaler, Garut Regency. The results showed that incentives have a significant effect on employee engagement, with a considerable contribution in increasing employee engagement. Providing good incentives can encourage employees to be more committed and motivated in their work. The implications of this study provide recommendations for companies to continue to develop effective incentive systems and pay attention to other factors that can affect employee engagement such as organisational culture and work environment.

Keywords: Incentives, Employee Engagement.

1. INTRODUCTION

Increasingly fierce business competition in the era of globalisation forces companies to continue to innovate and improve performance, including in terms of human resource management (Nuroni, 2016). One important factor in the company's success is employee engagement, which is the emotional and mental involvement of employees in their work (Robbins, 2019). The phenomenon that occurs at CV Asstro Tarogong Garut, which is engaged in the Sundanese culinary industry, shows instability in the level of employee engagement, which is reflected in low motivation and work discipline. This has an impact on the company's service quality and productivity, as found in previous research which shows that low employee motivation and engagement can hinder company growth (Rusdian & Diandra, 2024). Therefore, it is important to conduct this research to identify the factors that influence employee engagement and how incentives can improve employee engagement in this company.

CV. Asstro Tarogong Garut was chosen as the object of research because this company faces challenges in improving employee engagement, which has an impact on service quality and customer satisfaction (Rusdian & Rismayani, 2020). Despite having great potential in the culinary tourism sector, CV Asstro Tarogong Garut is experiencing several problems such as low work discipline, lack of employee motivation, and not optimal service levels. This is in contrast to its competitors, such as Rumah Makan Khas Sunda Cibiuk, which has a higher number of customer reviews and ratings on Google. Based on these conditions, this study aims to identify strategies that can increase employee engagement at CV Asstro Tarogong Garut through providing incentives, as the theory states that incentives can increase motivation and work productivity (Risan Sugiyasin & Ai Siti Hawa, 2022).

This research examines the relationship between incentives and employee engagement, where incentives serve as a motivational factor to increase employee engagement in their work (Santanu & Hamsah, 2020). Incentives in this context can be in the form of financial or non-financial rewards given by the company as a form of appreciation for employee performance (Rusdian & Akmaludin, 2023). Employee engagement itself consists of three main dimensions: vigour, dedication, and absorption (full involvement in work) (Robbins, 2019). Effective incentive provision can improve



these three dimensions, thereby encouraging increased productivity and employee loyalty to the company (Santanu, 2022).

Several previous studies have discussed the influence of incentives on employee engagement in various sectors. For example, research by Rusdian & Rismayani (2020) found that incentives have a significant effect on employee engagement in the manufacturing industry. In addition, research by Santanu & Madhani (2022) shows that work stress and workload can affect employee performance, but has not specifically examined the culinary sector. Rustandi, Junaedi, & Rusdian's (2023) research also examined the relationship between leadership and job satisfaction, but has not highlighted the impact of incentives on employee engagement. Therefore, this study contributes by filling the gap in the literature that still minimally discusses the influence of incentives on employee engagement in the context of culinary companies such as CV. Asstro Tarogong Garut.

This research is expected to provide new insights into the influence of incentives on employee engagement in the culinary industry, especially at CV Asstro Tarogong Garut. The novelty of this research lies in the specific analysis in the context of the culinary industry in Garut, which is still rarely discussed in previous studies (Rusdian & Akmaludin, 2023). The benefit of this research is to provide recommendations for companies in designing more effective incentive programmes to increase employee motivation and engagement, which in turn can improve service quality and customer satisfaction (Santanu, 2024). The main objective of this research is to identify how incentives can be used as a tool to increase employee engagement, thus helping companies achieve their business goals more optimally (Sugiyasin & Solihin, 2025).

2. LITERATURE REVIEW

A. Employee Engagement

Employee engagement is the emotional and mental attachment of employees to the organisation and their work (Robbins, 2019). Employees who have a high level of engagement will be more dedicated, have strong motivation, and contribute better to the achievement of company goals (Nuroni, 2016). In previous research, Rusdian & Rismayani (2020) found that high levels of employee engagement are directly related to employee productivity and loyalty to the company. Employee engagement can be influenced by various factors, including the work environment, leadership, and incentives provided by the company (Santanu, 2022).

Employee engagement has three main dimensions, namely:

- 1) Vigour: Employees feel energised and excited at work.
- 2) Dedication: Employees feel a sense of meaning and pride in their work.
- 3) Absorption (Full engagement): Employees feel fully focussed on their work and find it difficult to disengage from their duties (Robbins, 2019).

Research by Santanu & Hamsah (2020) emphasises that good employee engagement will encourage increased productivity and customer satisfaction, which is very important in the service sector such as the culinary industry. Therefore, it is important for companies to increase employee engagement through the right strategies, one of which is by providing incentives.

B. Incentives and Work Motivation

Incentives are a form of reward given by companies to increase employee motivation and performance (Risan Sugiyasin & Ai Siti Hawa, 2022). Incentives can be divided into two main types:

- 1) Monetary incentives, such as bonuses, allowances, and commissions.
- 2) Non-monetary incentives, such as awards, career development opportunities, and recognition of employee achievements (Santanu, 2024).

Nuroni's research (2017) shows that incentives play an important role in increasing employee motivation. With the right incentives, employees will feel valued and more encouraged to achieve the targets set by the company. Rustandi, Junaedi, & Rusdian's study (2023) also found that providing incentives in accordance with employee expectations can increase organisational commitment and reduce employee turnover rates.

In the context of the culinary industry, Rusdian & Diandra's research (2024) found that restaurants or food companies that provide incentives to their employees experience increased customer satisfaction. This shows that incentives not only have an impact on individual performance, but also on the overall operations of the company.

C. Relationship between Incentives and Employee Engagement

Various studies have shown that there is a strong relationship between the provision of incentives and the level of employee engagement. According to Rusdian & Akmaludin (2023), employees who receive adequate incentives will be more motivated at work, feel more valued, and more loyal to the company. This contributes to increased employee engagement which has a direct impact on organisational performance.

In addition, Santanu & Madhani's (2022) study also highlighted that employees' satisfaction with the incentives provided will encourage them to be more engaged at work, have a higher level of discipline, and show better performance. Another study by Sugiyasin & Solihin (2025) confirmed that incentives provided fairly and transparently can create a positive work environment and support employees' attachment to the organisation.

In a case study conducted by Santanu (2022) in the hospitality and restaurant sector, it was found that effective incentives can increase vigour, dedication, and absorption in employee engagement. The study suggested that companies who want to increase employee engagement should consider incentive strategies that suit the needs of employees.

3. RESEARCH DESIGN AND METHOD

This research uses quantitative methods with descriptive and causal associative approaches. According to (Tojiri, Putra, & Nur Faliza, 2023; Subagyo et al., 2023), quantitative methods are positivism-based research methods used to test the relationship between variables using statistical analysis techniques.

The descriptive approach aims to describe the characteristics of research variables without comparing them with other variables (Sugiyono, 2022: 35), while the causal associative approach aims to determine the cause-and-effect relationship between the independent and dependent variables (Sugiyono, 2019: 65). In this study, the independent variable is incentives (X), while the dependent variable is employee engagement (Y).

A. Location and Time of Research

This research was conducted at CV Asstro Tarogong Garut, which is located at Jl. Otista No. 320, Pananjung, Kec. Tarogong Kaler, Kab. Garut, West Java 44151. The research time began in December 2023 until March 2024, which included the stages of data collection, analysis, and preparation of research results.

B. Research Population and Sample

The population in this study were all employees of CV Asstro Tarogong Garut, totalling 34 people. This study uses the total sampling method, in which the entire population is sampled because the number is less than 100 people (Arikunto, 2018: 104). Thus, the number of research samples is 34 employees who come from various divisions in the company, so that the research results are expected to reflect the overall condition of employee engagement.

C. Data Analysis Technique

The data obtained were analysed using descriptive and inferential statistics with SPSS 26 for Windows software.

- 1) Validity Test - Using Pearson's Product Moment correlation to measure the extent to which the instrument can measure the variables under study (Sugiyono, 2019: 175).
- 2) Reliability Test - Using Cronbach's Alpha, where the instrument is considered reliable if $\alpha > 0.600$ (Arikunto, 2014: 239).
- 3) Statistical Test

- 4) Spearman Correlation Coefficient Test - Used to determine the relationship between incentives (X) and employee engagement (Y) (Sugiyono, 2018: 230).
- 5) Determination Test (R^2) - Measures the magnitude of the influence of incentives on employee engagement (Sugiyono, 2017: 278).
- 6) Hypothesis Test (T Test) - Used to test the significance of the relationship between incentives and employee engagement (Sugiyono, 2016: 184).

4. RESULTS

A. Validity Test of Incentive Instrument

Table 1. Recapitulation of Validity Test of Incentive Instrument Items

Instrument Item No.	r Count	r Table	Description
1	0,556	0,338	Valid
2	0,594	0,338	Valid
3	0,517	0,338	Valid
4	0,420	0,338	Valid
5	0,391	0,338	Valid
6	0,524	0,338	Valid
7	0,581	0,338	Valid

Source: SPSS 25 Data Processing Results

Based on calculations with Product Moment correlation using SPSS version 25, all statement items on the Incentive instrument have a correlation coefficient value of more than 0.338, which means that all items are valid. The highest validity is recorded in item 2 (0.594) and the lowest in item 5 (0.391).

B. Employee Engagement Instrument Validity Test

The validity test results of the Employee Engagement instrument show that all items are also valid, with a correlation coefficient value above 0.338. The highest validity was recorded in item 1 (0.690) and the lowest in item 7 (0.424).

Table 2. Recapitulation of the Employee Engagement Instrument Item Validity Test

Instrument Item No.	r Count	r Table	Description
1	0,690	0,338	Valid
2	0,444	0,338	Valid
3	0,545	0,338	Valid
4	0,679	0,338	Valid
5	0,532	0,338	Valid
6	0,588	0,338	Valid
7	0,424	0,338	Valid
8	0,634	0,338	Valid

Source: SPSS 25 Data Processing Results

C. Incentive Instrument Reliability Test

Table 3. Incentive Reliability Test

Case Processing Summary	N	%
Valid Cases	34	100.0
Excluded	0	0.0
Total	34	100.0

Table 4. Reliability Statistics

Cronbach's Alpha	N of Items
0.699	8

Source: SPSS 25 Data Processing Results



Based on the Cronbach Alpha test using SPSS, the Incentive instrument shows a Cronbach Alpha value of **0.699**, which means that this instrument is reliable.

D. Employee Engagement Instrument Reliability Test

Table 5. Reliability Test of Employee Engagement

Case Processing Summary	N	%
Valid Cases	34	100.0
Excluded	0	0.0
Total	34	100.0

Table 6. Reliability Statistics

Cronbach's Alpha	N of Items
0.731	9

Source: SPSS 25 Data Processing Results

For the Employee Engagement instrument, the Cronbach Alpha test results show a value of 0.731, which also indicates that this instrument is reliable. Thus, all instruments for the Incentives and Employee Engagement variables have met the validity and reliability requirements, so they can be used for further data collection.

E. Correlation Coefficient

Table 7. Correlation Coefficient Between Incentives and Employee Engagement

Correlations	Incentives	Employee Engagement
Spearman's rho		
Incentives	1.000	0.707**
Sig. (2-tailed)		0.000
N	34	34
Employee Engagement	0.707**	1.000
Sig. (2-tailed)	0.000	
N	34	34

Source: Research Results SPSS 25 Data

Based on the results of data processing using SPSS version 25, the correlation coefficient between Incentives (X) and Employee Engagement (Y) is 0.707, which shows a high/strong influence because it is between 0.60 - 0.79. This means that incentives have a positive and significant influence on employee engagement at CV. Asstro Tarogong Garut.

F. Coefficient of Determination

Table 8. Test Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.784	0.614	0.602	1.736

Source: SPSS 25 Processing Results

$$\begin{aligned}
 \text{KD} &= r^2 \times 100\% \\
 &= 0.784 \times 100\% \\
 &= 61.4\%
 \end{aligned}$$

The calculation results show that 61.4% of the variation in employee engagement can be explained by the incentive variable, while the remaining 38.6% is influenced by other factors.

G. Hypothesis Test

Table 9. T-test of Variable X against Y

Model	Unstandardised Coefficients	Standardised Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	5.925	3.327		1.781
Incentives	0.814	0.114	0.784	7.142

Source: SPSS 25 Processing Results

Based on the t-test results, the calculated t value is 7.142, which is greater than the t table, and the significance value is 0.000, which is less than 0.05. Therefore, H_0 is rejected and H_1 is accepted, which means that there is a positive and significant influence between incentives on employee engagement. Thus, the results showed that incentives have a positive and significant effect on employee engagement at CV Asstro Tarogong Garut.

H. Discussion

1) Relationship between Incentives and Employee Engagement

Based on the results of the study, it was found that incentives have a positive and significant influence on employee engagement at CV Asstro Tarogong Garut. The resulting correlation coefficient is 0.707, which indicates that the relationship between incentives and employee engagement is high/strong. These results are in accordance with research conducted by Rusdian & Rismayani (2020), who found that incentives have a significant effect on the level of employee engagement at CV Asstro Tarogong Garut. They concluded that providing good incentives can increase employees' motivation and emotional attachment to their work.

However, there are some studies that show different results. For example, research by Risan Sugiyasin & Ai Siti Hawa (2022) on the effect of compensation on work productivity, which shows that although compensation is important, other factors such as the work environment also have a major influence on employee performance. These findings suggest that incentives are important, but their influence may vary depending on the context and other factors that affect employee performance and engagement.

On the other hand, research by Nuroni (2016) shows that a good employee development strategy has more influence on employee performance than incentives alone. This shows that although incentives can increase motivation, developing the skills and quality of human resources is also an important factor that supports the success of the company.

This research focuses on culinary companies in Garut, which is different from many previous studies that were often conducted in more general sectors or in large companies. This makes this research more specific in exploring the influence of incentives in companies with smaller sizes and in the culinary sector. For example, research by Rusdian & Rismayani (2020) examined other more general sectors, and the results showed that incentives can increase employee engagement. However, this study found that although incentives play an important role, their contribution to employee engagement is still influenced by other factors such as organisational culture and work environment, which are more relevant in the culinary sector.

Meanwhile, research by Santanu & Hamsah (2020) on the effect of work motivation and morale on organisational commitment in Garut BPR PD employees also supports these findings, which show that external factors such as rewards and motivation can indeed strengthen employee commitment to the organisation. However, the difference lies in the way incentives are given and the social and cultural context that exists in each organisation.

2) The Effect of Incentives on Employee Engagement

In this study, the coefficient of determination shows that incentives contribute 61.4% to increasing employee engagement, while the rest (38.6%) is influenced by other factors not studied.

This result shows that although incentives make a large contribution to employee engagement, other factors such as corporate culture, leadership, and work environment still have a significant influence.

This finding is in line with research by Santanu (2024) who found that factors such as work environment and work ethics also affect employee performance. In the study, although compensation and incentives were important factors, the creation of a supportive work environment also greatly influenced employee morale and productivity.

3) Other Factors that Influence Employee Engagement

This study also shows that besides incentives, other factors such as organisational culture, personal motivation, and support from superiors have a significant role in increasing employee engagement. This can be seen in the t-test results which show that incentives have a significant positive influence on employee engagement with a calculated t value greater than the t table and a significance value less than 0.05. Nevertheless, other factors not examined in this study also need attention. For example, research by Rustandi, Junaedi, & Rusdian (2023) on the influence of leadership on job satisfaction shows that a transformational leadership style can increase job satisfaction which in turn increases employee engagement.

This research illustrates that effective incentives, both financial and non-financial, have a significant impact on employee engagement, but companies also need to consider other factors to create an environment that supports employee productivity and job satisfaction. Overall, this study shows that incentives play an important role in increasing employee engagement at CV Astro Tarogong Garut. The results of this study are consistent with previous studies that show that incentives can increase employee motivation and engagement. However, this study also shows the importance of other factors that can affect employee engagement, such as organisational culture and leadership. The difference with previous research lies in the context of smaller companies and the culinary sector which requires more attention to external factors that can affect employee performance and engagement.

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