



ANALYSIS OF THE INFLUENCE OF WORKLOAD AND WORK ACHIEVEMENT ON EMPLOYEE PRODUCTIVITY THROUGH INCENTIVE APPRECIATION AT THE NUTRITION FULFILLMENT SERVICE UNITS IN CENTRAL MAMUJU REGENCY

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Abstract

This study aims to analyze the effect of workload and work performance on employee productivity through incentive appreciation at the Nutrition Fulfillment Service Unit (SPPG) in Central Mamuju Regency. The study used a quantitative approach with a survey method. The study population consisted of 119 employees, all of whom were sampled using a saturated sampling technique. Data collection was carried out through distributing questionnaires with a Likert scale, while data analysis used Structural Equation Modeling–Partial Least Squares (SEM-PLS) assisted by SmartPLS 4. The results of the study indicate that workload has a positive and significant effect on employee productivity. Work performance also has a positive and significant effect on employee productivity. In addition, workload and work performance are proven to have a positive and significant effect on incentive appreciation. Incentive appreciation further has a positive and significant effect on employee productivity. The results of the mediation analysis show that incentive appreciation partially mediates the effect of workload and work performance on employee productivity. The findings of this study indicate that employee productivity is influenced not only by workload size and high work performance, but is also strengthened by a fair, objective, and performance-based incentive appreciation system. Therefore, proportional workload management, improving work performance, and implementing a transparent incentive system are important strategies in increasing employee productivity and supporting the effectiveness of nutritional fulfillment services in Central Mamuju Regency.

Keywords: Workload, Work Performance, Incentive Appreciation, Employee Productivity, SEM-PLS.

INTRODUCTION

Management is the science and art of effectively and efficiently managing organizational resources to achieve predetermined goals. In public sector organizations, management functions include planning, organizing, implementing, and controlling all resources to ensure optimal public service delivery. An organization's success is determined not only by the adequacy of resources but also by its management's ability to manage human resources (HR), its primary asset. The development of modern management theory positions HR as a strategic factor determining organizational excellence, particularly in public service institutions focused on service quality (Robbins & Judge, 2023). Recent research also shows that effective HR management practices contribute to improved organizational performance by increasing employee productivity, motivation, and engagement (Pham et al., 2024).

From a human resource management perspective, employee productivity is one of the main indicators of organizational success. Productivity is not only defined as the ability to produce large amounts of output, but also reflects effectiveness, efficiency, quality of work results, and optimal resource utilization. Organizations with high levels of productivity will be able to provide faster, more accurate, and higher-quality services to the public. According to Ali et al. (2024), employee productivity is influenced by a combination of individual and organizational factors, as well as the

company's reward system. Meanwhile, research by Nguyen and Tran (2025) explains that work productivity is a crucial indicator in improving the quality of public services because it is directly related to achieving organizational targets.

One public service organization that plays a strategic role in developing human resource quality is the Nutrition Fulfillment Service Unit (SPPG) of Central Mamuju Regency. The SPPG is an implementing unit responsible for supporting the community's nutrition fulfillment program through the provision of nutritious food, logistics management, distribution to beneficiaries, and monitoring service quality. Carrying out these tasks requires good coordination, accuracy, speed, and the ability to work under time pressure. The high demand for services makes employee productivity a crucial factor in successfully achieving the nutrition fulfillment program targets in Central Mamuju Regency.

Various factors, including workload, work performance, and incentive appreciation, influence employee productivity in SPPG. Workload is the number of activities that employees must complete within a certain period according to work standards. Excessive workload can cause physical and mental fatigue, thereby reducing productivity, while a proportional workload can increase the effectiveness of task implementation (Johari et al., 2023). Work performance describes the level of employee success in carrying out tasks based on quality, quantity, timeliness, and responsibility. Research by Kim and Park (2024) shows that high work performance positively contributes to increased organizational productivity.

Furthermore, incentive appreciation is a motivational factor that can strengthen employee morale. A fair and performance-based incentive system has been shown to increase employee motivation, job satisfaction, and productivity (Ahmed et al., 2025). Therefore, incentive appreciation is suspected to act as a mediating variable that strengthens the influence of workload and work performance on employee productivity.

Based on an initial survey conducted at the SPPG Unit of Central Mamuju Regency, it was found that the number of employees in each unit was not fully proportional to the number of service targets. Data from 2025 showed that SPPG Topoyo had 50 employees with a target of 3,498 people, SPPG Tobadak had 50 employees with a target of 3,327 people, while SPPG Babana, Kabubu, and SPPG Topoyo 002 each had only 43 employees with targets between 2,235 and 2,659 beneficiaries. This condition indicates that each employee must handle a fairly large number of beneficiaries, from food processing and packaging to distribution and activity reporting. This high workload has the potential to affect the effectiveness of task implementation if not balanced with an adequate reward system.

Current trends indicate that increased service targets have not been fully accompanied by additional manpower or a strengthened reward system. Some employees are forced to work beyond normal hours when distribution volumes increase, while variation in performance among employees remains quite high. Furthermore, incentive reward mechanisms do not fully consider individual

performance, potentially impacting work motivation. This situation is feared to decrease productivity, service quality, and the effectiveness of community nutrition programs.

These issues indicate a gap between job demands, work performance, and the appreciation system implemented in the Nutrition Service Unit (SPPG) of Central Mamuju Regency. To date, there is still limited research examining the relationship between workload and work performance on employee productivity by placing incentive appreciation as a mediating variable in nutrition service organizations. Therefore, this study is important to conduct to analyze the effect of workload and work performance on employee productivity through incentive appreciation in the Nutrition Service Unit (SPPG) of Central Mamuju Regency. The results of this study are expected to provide theoretical contributions in the development of human resource management science and become practical recommendations for SPPG managers in improving employee productivity and the quality of service to the community.

Various studies have strengthened the relationship between workload, job performance, incentive rewards, and employee productivity. Research by Johari et al. (2023) demonstrated that proportionally managed workloads positively impact employee productivity. Kim and Park (2024) found that improved job performance significantly contributes to organizational productivity. Furthermore, Ahmed et al. (2025) demonstrated that performance-based incentive rewards can increase employee motivation and productivity. Research by Pham et al. (2024) confirmed that effective HR management practices increase productivity through performance management. Furthermore, Ali et al. (2024) concluded that the integration of reward systems, workload management, and performance development is a key determinant of employee productivity in modern organizations.

Research generally addresses the influence of workload, job performance, and incentive appreciation on employee productivity separately in the manufacturing, education, healthcare, and service sectors. However, very few studies integrate these three variables into a single research model, using incentive appreciation as a mediating variable. Furthermore, empirical studies on Nutrition Fulfillment Service Units (SPPG), particularly in Central Mamuju Regency, have been limited, leaving a research gap that needs to be filled.

The novelty of this research lies in the development of an empirical model that analyzes the influence of workload and job performance on employee productivity through incentive appreciation as a mediating variable in the Nutrition Fulfillment Service Unit of Central Mamuju Regency. This study also presents the organizational context of nutrition fulfillment services, which has not been widely studied in the human resource management literature. The research results are expected to provide theoretical contributions to the development of employee productivity models and practical recommendations for improving the effectiveness of public services.

LITERATURE REVIEW

Human Resource Management

Human resource management (HRM) is a series of activities designed to acquire, develop, motivate, and retain employees so they can optimally contribute to achieving organizational goals. HRM positions people as a strategic asset that determines an organization's competitive advantage by improving competency, motivation, and work productivity. Effective HRM management will result in sustainable individual and organizational performance (Armstrong, 2024; Dessler, 2023).

Employee Productivity

Productivity is defined as the ratio between output produced and the resources used during the work process. Productivity is measured not only by the quantity of work produced, but also by quality, efficiency, effectiveness, and the ability to utilize time and resources optimally. Employee productivity is influenced by individual factors, the work environment, organizational systems, and management policies that support performance improvement (Pritchard, 2023; Ali et al., 2024).

Workload

Workload explains that every job has job demands and resources that influence employee behavior and performance. Workload is a form of job demand that can increase stress if not balanced with adequate resources. Conversely, when managed appropriately, workload can increase motivation and productivity. The balance between job demands and organizational support is a crucial factor in maintaining employee performance (Bakker & Demerouti, 2023; Schaufeli, 2024).

Expectation

Vroom's expectations explain that individuals will be motivated to perform better if they believe their efforts will result in high performance and are followed by valuable rewards. In an organizational context, incentive appreciation is a form of reward that can increase employee motivation, work performance, and productivity. The higher the perception of incentive fairness, the greater the individual's drive to achieve optimal performance (Van Eerde & Thierry, 2023; Lussier & Hendon, 2024).

Thinking Framework

Workload on Employee Productivity

Workload is the number of tasks an employee must complete within a certain period according to the responsibilities assigned by the organization. A workload appropriate to an individual's capacity can increase work efficiency and effectiveness. In contrast, an excessive workload can cause physical and psychological fatigue, thus decreasing productivity. Johari et al. (2023) demonstrated that workload significantly influences employee productivity, while Bakker and Demerouti (2023)

explained through Job Demands–Resources Theory that high job demands without adequate resource support will reduce employees' ability to produce optimal performance. Therefore, the relationship between workload and productivity is important to study in the Nutrition Fulfillment Service Unit of Central Mamuju Regency.

H₁: It is suspected that workload has a significant effect on employee productivity.

Work Performance on Employee Productivity

Job performance reflects the level of employee success in carrying out tasks based on quality, quantity, timeliness, and responsibility. Employees with high job performance tend to produce work effectively, thereby increasing organizational productivity. Kim and Park (2024) found that job performance positively influences the productivity of public sector employees. This finding is supported by Pradhan and Jena (2017), who stated that individuals with high job performance can produce greater output both in quality and quantity. Therefore, increased job performance is expected to increase employee productivity at the SPPG Unit in Central Mamuju Regency.

H₂: It is suspected that work performance has a positive and significant effect on employee productivity.

Workload versus Incentive Appreciation

In human resource management practices, high workloads require a fair reward system to maintain employee motivation. Organizations generally provide incentives to employees with greater responsibilities and workloads as a form of appreciation for their contributions. Ahmed et al. (2025) explain that an incentive system that considers work contributions can increase the motivation of public sector employees. This opinion is supported by Milkovich et al. (2019), who state that compensation and incentives must be adjusted to the workload to create a sense of fairness within the organization. Therefore, workload is expected to influence the incentive appreciation received by employees.

H₃: It is suspected that workload has a significant effect on incentive appreciation.

Work Performance towards Incentive Appreciation

Work performance is one of the main bases for organizations in determining the incentives awarded to employees. The higher the work performance, the greater the employee's chance of receiving rewards, both financial and non-financial. Ahmed et al. (2025) showed that a performance-based reward system increases employee motivation and commitment. Furthermore, Milkovich et al. (2019) explained that modern organizations implement an incentive system based on work achievement to encourage continuous performance improvement. Therefore, work performance is

expected to influence incentive appreciation for employees of the Central Mamuju Regency SPPG Unit.

H₄: It is suspected that work performance has a positive and significant influence on incentive appreciation.

Incentive Appreciation for Employee Productivity

Incentive appreciation is a form of organizational reward aimed at increasing employee motivation and work enthusiasm. An incentive system that is provided fairly, transparently, and in accordance with work contributions will encourage employees to work more productively. Ahmed et al. (2025) demonstrated that performance-based incentives have a positive effect on employee productivity in public organizations. This finding is supported by Ali et al. (2024), who stated that the reward system is a dominant factor in increasing employee productivity by increasing motivation and job satisfaction. Therefore, incentive appreciation is expected to have a positive effect on employee productivity.

H₅: It is suspected that incentive appreciation has a positive and significant effect on employee productivity.

The Role of Incentive Appreciation Mediation

Incentive appreciation is positioned as a mediating variable that explains the mechanism of influence of workload and job performance on employee productivity. High workloads can still produce optimal productivity if balanced with an adequate reward system. Conversely, high work performance will have a greater impact on productivity when the organization provides fair appreciation. Pham et al. (2024) explain that human resource management practices increase productivity through motivational mechanisms, while Ahmed et al. (2025) prove that incentives strengthen the relationship between individual performance and organizational productivity. Therefore, incentive appreciation is expected to mediate the influence of workload and job performance on employee productivity.

H₆: It is suspected that incentive appreciation mediates the effect of workload on employee productivity.

H₇: It is suspected that incentive appreciation mediates the influence of work performance on employee productivity.

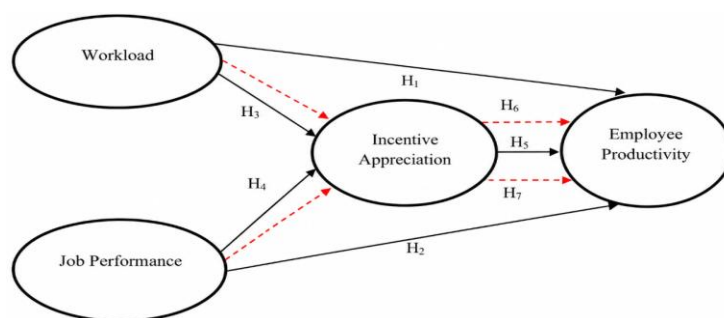


Figure 1. Thinking Framework

METHOD

This study uses a quantitative approach to analyze the effect of workload and work performance on employee productivity through incentive appreciation at the Nutrition Fulfillment Service Unit (SPPG) in Central Mamuju Regency. The quantitative approach was chosen because it can objectively measure the relationship between variables using numerical data and statistical analysis, allowing for empirical testing of research hypotheses. According to Creswell and Creswell (2023), quantitative research is oriented towards testing theories through systematic variable measurements, while Hair et al. (2024) explain that this approach is very appropriate for research that examines causal relationships using Structural Equation Modeling (SEM).

Research Design

This study employed an explanatory research design with a quantitative approach. The explanatory design aims to explain the causal relationship between independent variables, mediating variables, and dependent variables through statistical hypothesis testing. The independent variables consist of workload and work performance, the mediating variable is incentive appreciation, and the dependent variable is employee productivity. The study was conducted using a survey method, with a questionnaire as the primary data collection tool. This allows for comprehensive analysis of the relationships between variables using a Structural Equation Modeling approach based on Partial Least Squares (SEM-PLS) (Hair et al., 2024; Creswell & Creswell, 2023).

Time and Place of Research

The research was conducted from January to March 2026 at the Nutrition Fulfillment Service Unit (SPPG) in Central Mamuju Regency, West Sulawesi Province. The research location was chosen because it is a public service unit that runs a community nutrition fulfillment program with busy operational activities and involves a large number of beneficiaries. During the research period, activities included instrument preparation, questionnaire distribution to respondents, field data collection, data verification, and data processing, as well as analysis of research results in accordance with the established objectives (Sekaran & Bougie, 2023; Sugiyono, 2023).

Population and Sample

The population in this study was all 170 employees of the Nutrition Fulfillment Service Unit (SPPG) in Central Mamuju Regency. The sampling technique used was purposive sampling, which is a sampling technique based on certain criteria according to the research objectives. Respondent criteria included employees who had worked for at least six months, were directly involved in service operations, and were willing to complete the research questionnaire. Based on these criteria, a sample size of 119 individuals was obtained, which was deemed adequate to represent the characteristics of the population and meet the needs of SEM-PLS analysis (Hair et al., 2024; Sugiyono, 2023).

Data Collection Techniques

Data collection techniques used primary and secondary data. Primary data were obtained by distributing questionnaires to all research respondents using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The research instrument measured indicators of workload, work performance, incentive appreciation, and employee productivity. Meanwhile, secondary data were obtained through organizational documents, activity reports, SPPG profiles, and various relevant scientific literature. Prior to full distribution, the research instrument was tested for validity and reliability to ensure it produced accurate, consistent data suitable for use in statistical analysis (Sekaran & Bougie, 2023; Hair et al., 2024).

Data analysis

Data analysis was performed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the help of SmartPLS 4 software. The analysis began with the presentation of descriptive statistics to describe the characteristics of respondents and the distribution of answers. Next, an evaluation of the outer model was carried out through tests of convergent validity, discriminant validity, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. The next stage was an evaluation of the inner model using R-Square, F-Square, and Q-Square values, and hypothesis testing using the bootstrapping technique. The mediating effect of incentive appreciation was analyzed using a specific indirect effect to determine whether this variable plays a role as a mediator in the relationship between workload and work performance on employee productivity (Hair et al., 2024; Sarstedt et al., 2024).

RESULTS AND DISCUSSION

Research result

This research was conducted at the Nutrition Fulfillment Service Unit (SPPG) of Central Mamuju Regency, involving 119 employees as respondents. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) through the SmartPLS 4 application. The analysis stages included a description of respondent characteristics, a description of research

variables, an evaluation of the measurement model (outer model), and an evaluation of the structural model (inner model). The results of the analysis were used to test the validity, reliability, and relationships between variables consisting of workload, work performance, incentive appreciation, and employee productivity.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Man	31	26,1
	Woman	88	73,9
Age	<25 years	21	17,6
	25–35 years	70	58,8
	36–45 years	23	19,3
	>45 years	5	4,2
Education	Elementary–High School/Vocational School	106	89,1
	Diploma	6	5,0
	Master	7	5,9
Working Hours	1–3 months	39	32,8
	4–6 months	2	1,7
	7–12 months	78	65,5
Work Units	Topoyo	45	37,8
	Tobadak	40	33,6
	Kabubbu	33	27,7
	Not filled	1	0,9
Division	Ompreng Washer	34	28,6
	Portioning	27	22,7
	Processing	23	19,3
	Preparation	18	15,1
	Distribution	8	6,7
	Cleanliness	5	4,2
	Security/Other	4	3,4

Source: Processed primary data (2026)

Based on the table above, it is known that the majority of respondents were female (73.9%), aged 25–35 years (58.8%), had an elementary school–high school/vocational high school education (89.1%), and had worked for 7–12 months (65.5%). The majority of respondents came from the Topoyo SPPG (37.8%), while the largest division was the Ompreng Washing Team (28.6%). These characteristics indicate that respondents were predominantly productive-age workers who had operational experience and were therefore able to provide representative information regarding working conditions at the SPPG in Central Mamuju Regency.

Description of Research Variables

Table 2. Variable Description

Variables	Mean	Category
Workload	3,82	High
Work Performance	4,46	Very high

Incentive Appreciation	4,52	Very high
Employee Productivity	4,49	Very high

Source: Primary data processed using SmartPLS 4 (2026)

The analysis results show that all variables received positive assessments from respondents. The workload variable had an average value of 3.82, making it categorized as high, while work performance (4.46), incentive appreciation (4.52), and employee productivity (4.49) were categorized as very high. These results indicate that despite a relatively high workload, employees are still able to maintain work performance and productivity through the support of a strong incentive appreciation system.

SEM-PLS analysis

SEM-PLS analysis is conducted through evaluation of the outer and inner models. The outer model evaluation aims to test the validity and reliability of the instrument. In contrast, the inner model is used to assess the model's ability to explain the relationships between research variables.

Table 3. Outer Model Evaluation Results

Testing	Results	Information
Outer Loading	0,737–0,908	All indicators are valid
AVE	0,671–0,747	All constructs are valid
Fornell-Larcker	Higher diagonal value	Discriminant validity is met
Cronbach's Alpha	0,903–0,932	Reliable
Composite Reliability	0,924–0,947	Very reliable

Source: SmartPLS 4 data processing results (2026)

The table above shows that all indicators have outer loadings above 0.70, thus meeting the requirements for convergent validity. The AVE values for all variables are also above 0.50, indicating that each construct can adequately explain the indicator variance. The Fornell-Larcker Criterion results indicate that the AVE root value for each construct is higher than the correlation between variables, thus meeting discriminant validity. Furthermore, the Cronbach's Alpha and Composite Reliability values for all variables exceed 0.70, indicating that the research instrument has an excellent level of internal consistency.

Table 4. Inner Model Evaluation Results

Testing	Mark	Information
R ² Employee Productivity	0,613	Strong model
R ² Incentive Appreciation	0,627	Strong model
f ² Workload → Productivity	0,164	Currently
f ² Workload → Incentive Appreciation	0,579	Big
f ² Work Performance → Productivity	0,075	Small
f ² Work Performance → Incentive Appreciation	0,945	Big
f ² Incentive Appreciation → Productivity	0,168	Currently

Source: SmartPLS 4 data processing results (2026)

Based on the table above, the R^2 value of employee productivity is 0.613, which means that workload, work performance, and incentive appreciation can explain 61.3% of the variation in employee productivity. Meanwhile, the R^2 of incentive appreciation is 0.627, which indicates that workload and work performance explain 62.7% of the variation in incentive appreciation. The effect size (f^2) results show that the largest influence is in the relationship between work performance and incentive appreciation (0.945), followed by workload and incentive appreciation (0.579). These findings indicate that the reward system in SPPG is more influenced by work performance and workload levels, while the influence on productivity is in the small to moderate category. Overall, the results of the outer model and inner model evaluations indicate that the research model has met all SEM-PLS testing criteria and is therefore suitable for use in hypothesis testing.

Discussion

1. The Effect of Workload on Employee Productivity

The results of the hypothesis testing indicate that workload has a positive and significant effect on employee productivity with an original sample value of 0.318, a t-statistic of 4.155, and a p-value of 0.000; thus, the first hypothesis is accepted. This finding indicates that the workload applied at the SPPG Unit of Central Mamuju Regency is still proportional and in accordance with employee capabilities. Clear division of tasks, coordination between departments, and measurable work targets make workload a driver of increased work effectiveness, not a source of stress. The results of this study support the Job Demands–Resources Theory proposed by Bakker and Demerouti (2023), which suggests that job demands can improve performance when balanced with adequate organizational resources. This finding is also in line with research by Johari et al. (2023), which states that a well-managed workload can increase employee productivity, and is supported by Jex and Britt (2014), who explain that a moderate workload can be a positive stimulus in improving work performance. Thus, proportional workload management is an important factor in maintaining the productivity of SPPG employees.

2. The Influence of Work Performance on Employee Productivity

The analysis results show that work performance has a positive and significant effect on employee productivity, with an original sample value of 0.238, a t-statistic of 2.614, and a p-value of 0.009; thus, the second hypothesis is accepted. These results indicate that the higher the work performance achieved by employees, the higher the productivity generated in implementing nutritional fulfillment services. Work performance reflects an individual's ability to complete work according to targets, quality standards, and time set by the organization. At the SPPG Unit of Central Mamuju Regency, work performance is reflected in the success of employees in maintaining the quality of food processing, distribution accuracy, and service to beneficiaries. The results of this study support the research of Kim and Park (2024), which states that work performance is the main determinant of increasing the productivity of public sector employees. In

addition, these results are consistent with research by Pradhan and Jena (2017) and Koopmans et al. (2014), which explains that individuals with high work performance will produce better output in both quality and quantity. Therefore, improving work performance needs to be a primary concern in human resource management within the SPPG environment.

3. The Effect of Workload on Incentive Appreciation

The test results show that workload has a positive and significant effect on incentive appreciation, with an original sample value of 0.467, a t-statistic of 8.372, and a p-value of 0.000; thus, the third hypothesis is accepted. This finding indicates that the greater the responsibility and workload carried by employees, the greater the incentive appreciation provided by the organization. This condition shows that SPPG management has implemented the principle of fairness in awarding awards by considering the level of difficulty of the work performed. The provision of incentives is a form of recognition for employee contributions in carrying out the processing, portioning, distribution, and monitoring of the quality of nutritious food. The results of this study are in line with the research of Ahmed et al. (2025), which states that the level of workload affects the number of rewards received by employees. In addition, Milkovich, Newman, and Gerhart (2019) emphasized that an effective compensation system must consider the level of job responsibility in order to be able to increase employee motivation, satisfaction, and performance sustainably.

4. The Influence of Work Performance on Incentive Appreciation

The results of the study indicate that work performance has a positive and significant effect on incentive appreciation with an original sample value of 0.596, a t-statistic of 13.146, and a p-value of 0.000. This relationship has an effect size (f-square) value of 0.945, which is the largest influence in the research model, so the fourth hypothesis is accepted. These findings indicate that work performance is the main basis for organizations in determining the awarding of appreciation to employees. The higher the achievement of work targets, discipline, service quality, and responsibility demonstrated by employees, the greater the award received. This system reflects the implementation of performance-based compensation (performance-based incentives) that can create motivation and healthy work competition. The results of this study support the research of Ahmed et al. (2025), which explains that achievement-based rewards increase employee motivation and commitment. These findings are also consistent with the opinion of Milkovich et al. (2019), who stated that modern organizations use work performance as a primary indicator in determining incentive systems to increase organizational effectiveness and productivity.

5. The Effect of Incentive Appreciation on Employee Productivity

The results of the study indicate that incentive appreciation has a positive and significant effect on employee productivity, with an original sample value of 0.418, a t-statistic of 3.844, and a p-value of 0.000; thus, the fifth hypothesis is accepted. This finding indicates that providing fair

and appropriate incentives according to work contributions can increase employee motivation in completing work effectively and efficiently. At the SPPG Unit of Central Mamuju Regency, incentive appreciation is a form of organizational recognition for achieving nutritional service targets, thus encouraging employees to maintain work quality. The results of this study support Vroom's (1964) Expectancy Theory, which explains that individuals will increase their efforts if they believe that good performance will receive valuable rewards. This finding is also in line with research by Ahmed et al. (2025), which proves that performance-based incentives increase the productivity of public sector employees, and research by Ali et al. (2024), which states that the reward system is one of the main determinants of increasing productivity through increasing work motivation.

6. The Mediating Role of Incentive Appreciation on the Effect of Workload on Employee Productivity

The results of the specific indirect effect test indicate that incentive appreciation mediates the effect of workload on employee productivity with an original sample value of 0.195, a t-statistic of 3.802, and a p-value of 0.000. Because the direct effect of workload on productivity is also significant, the form of mediation that occurs is partial mediation. This finding indicates that high workloads on SPPG employees do not automatically reduce productivity if the organization can provide appropriate appreciation. Incentives function as a motivational booster so that workload is perceived as a professional challenge, not a pressure that hinders performance. The results of this study support the research of Pham et al. (2024), who stated that human resource management practices increase productivity through motivational mechanisms. These findings are also in line with Ahmed et al. (2025), who explained that reward systems can strengthen the relationship between job demands and employee productivity in public organizations.

7. The Mediating Role of Incentive Appreciation on the Influence of Work Performance on Employee Productivity

The results of the study indicate that incentive appreciation mediates the effect of work performance on employee productivity with an original sample value of 0.249, a t-statistic of 3.405, and a p-value of 0.001. Because the direct effect of work performance on productivity is also significant, incentive appreciation acts as a partial mediator. This finding indicates that work performance will result in higher productivity when accompanied by a fair and performance-based reward system. Employees who receive appreciation for their achievements will be encouraged to maintain and even improve the quality of their work, thereby increasing organizational productivity. The results of this study are in line with research by PT Musdalifa Karya Mandiri (2024), which proves that incentives can mediate the relationship between employee performance and productivity. In addition, research by Ahmed et al. (2025) also shows that achievement-based

rewards strengthen the contribution of individual performance to increasing organizational productivity.

CONCLUSION

The results of the study indicate that all proposed hypotheses are accepted, so that the research model can explain the relationship between workload, work performance, incentive appreciation, and employee productivity at the Nutrition Fulfillment Service Unit (SPPG) of Central Mamuju Regency. Workload is proven to have a positive and significant effect on employee productivity, which indicates that proportional task distribution can encourage increased work effectiveness. Work performance also has a positive and significant effect on productivity, so that the higher the employee's ability to achieve work targets, the higher the resulting productivity. In addition, workload and work performance are proven to have a positive effect on incentive appreciation. These findings indicate that the organization has implemented a reward system that considers the level of responsibility and employee performance achievement as the basis for providing appreciation.

Incentive appreciation has been shown to have a positive and significant effect on employee productivity and can partially mediate the influence of workload and work performance on productivity. These results indicate that the incentive system functions as a mechanism that strengthens the relationship between internal employee factors and organizational productivity achievements. The strongest influence path in this study is the relationship between work performance and incentive appreciation, which indicates that awards given to SPPG are more based on individual performance achievements. Therefore, the management of SPPG Central Mamuju Regency needs to maintain a balanced workload distribution, improve work performance through continuous coaching and evaluation, and develop an objective, transparent, and performance-based incentive appreciation system. These efforts are expected to increase employee productivity sustainably while strengthening the quality of nutritional services to the community.

ACKNOWLEDGMENTS

The researchers would like to thank the leadership and all employees of the Nutrition Fulfillment Service Unit (SPPG) of Central Mamuju Regency for their support and participation in this research. Appreciation is also extended to all parties who provided assistance, guidance, and support, ensuring the successful implementation and completion of this research.

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