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The Effect Of Incentives On Employee Performance Through Career Development As A Variable Intervening In The Employment Service General And Spatial Planning Asahan Regency

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Abstract

Providing the right incentives and structured career development programs are important factors in improving employee performance in government organizations. This study aims to find out and analyze the influence of incentives on employee performance mediated by career development at the Asahan Regency Public Works and Spatial Planning Office. This study uses a causal associative quantitative approach. The sample used was the entire employee population of 145 people with a saturated sampling technique. Data analysis was carried out using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results showed that incentives did not have a significant direct influence on employee performance, with a T-statistical value of 1.516 < 1.96 and a P-value of 0.132 > 0.05. However, incentives had a positive and significant effect on career development, with a T-value of 55,921 > 1.96 and a P-value of 0.000 < 0.05, indicating that incentives encourage employee involvement in career development programs. Career development also had a positive and significant effect on employee performance, with a T-statistical value of 8.826 > 1.96 and a P-value of 0.000 < 0.05, indicating that career development is able to improve employee performance. In addition, career development mediates the influence of incentives on employee performance, shown by a T-statistical value of 8.389 > 1.96 and a P-value of 0.000 < 0.05. These results provide insight that structured career development can strengthen the incentive effect in improving employee performance at the Asahan Regency Public Works and Spatial Planning Office.

Keywords:
Incentives; Employee performance; Career development

1. INTRODUCTION

Improving employee performance is one of the main goals in human resource management in various organizations, including in the public sector. Providing incentives has long been recognized as one of the effective ways to improve employee motivation and performance. Incentives, both in financial and non-financial forms, can provide a significant incentive for employees to achieve higher targets and increase their productivity (Cerasoli et al., 2014).

However, incentives not only have a direct impact on employee performance, but also have an effect through career development. Career development is a systematic and planned process to improve the skills, knowledge, and abilities of employees in order to achieve optimal performance in the organization (Kudsi et al., 2017). Career development includes a variety of activities such as training, mentoring, job rotation, and further education designed to prepare employees for greater and more complex responsibilities in the future (Wayne, 2016). With a structured career development program, employees will feel that they have a clear path for growth and improvement within the organization, which can increase their sense of belonging and commitment to the organization. Effective career development can increase employee job satisfaction, commitment, and motivation, which in turn improves their performance (Noe, 2015).

In addition, continuous human resource development ensures that employees stay up-to-date with the latest developments in their fields. For example, with new technologies and changes in industry practices, continuous training can help employees adopt and implement the latest innovations, which can ultimately improve work productivity and efficiency (Hussain et al., 2019). HR development also includes coaching and mentoring, which can provide additional support and strategic direction for employees to achieve their career goals.

Continuous human resource development can increase employee motivation and job satisfaction. When employees feel that their organization is committed to their professional development, they tend to have higher loyalty and feel more motivated to contribute to the fullest (Wayne, 2013). This can create a more positive and productive work environment, where employees feel valued and supported in their career growth

Based on observations and interviews with several employees at the Public Works and Spatial Planning Office of Asahan Regency, it was found that although incentives have been given, there is a gap between employee expectations and the results achieved. Some employees feel that the incentives provided are not enough to motivate them to improve their performance significantly. This suggests that existing incentives may not have been designed or implemented effectively. Employees stated that they expect fairer and more proportionate incentives for their contributions.

Incentives that do not reflect the efforts and work results of employees can reduce motivation and hinder the achievement of optimal performance

According to (Kudsi et al., 2017) incentives are additional income or rewards given to employees beyond the basic salary as a form of reward for achievements or performance that exceeds standards. According to (Dessler & Varrkey, 2016) incentives are rewards or bonuses given to employees as a reward for performance that has been achieved. Incentives aim to increase employee work motivation to be more productive and efficient in carrying out their duties. According to (Wayne, 2016) states that incentives are a form of reward given to encourage the achievement of certain performance expected by the organization. Incentives can be financial such as bonuses and commissions, as well as non-financial such as recognition and rewards

In this study, the indicator of Incentive Provision refers to the opinion (Dessler & Varrkey, 2005), namely:

1. Financial and non-Financial:
   Financial: Includes bonuses, commissions, salary increases, and other benefits of a monetary nature. Non-Financial consists of awards, recognition, career development opportunities, and merit-based incentives such as certificates or plaques
2. Fairness and Transparency, namely incentives must be given based on clear and fair criteria for all employees. This criterion must be transparent and understood by all employees so as not to cause dissatisfaction or injustice
3. Relevance to Performance, namely incentives must be directly related to the achievement of certain performance. Employees who reach or exceed the set targets must receive incentives in accordance with their contributions).
4. Frequency and Punctuality, namely incentives should be given periodically and on time to maintain employee motivation and work spirit. Delays in providing incentives can reduce their effectiveness as a motivational tool.
5. Influence on Productivity and Performance is that the effectiveness of incentives must be evaluated based on increasing productivity and employee performance. This indicator helps organizations determine whether the incentives provided are successfully achieving the desired goals.

According to (Noe, 2015) career development is a continuous learning process that aims to improve employee competencies and skills. Career development involves training, education, and work experience activities designed to improve employee performance and readiness to face greater responsibilities. According to (Kudsi et al., 2017) career development is the process by which individuals explore, identify, and achieve their career goals. This process includes career planning, career decision-making, and developing the skills necessary to achieve career goals.

According to (Noe, 2015) career development indicators consist of:

1. Involvement in Training and Development
2. Improving Skills and Competencies
3. Career Planning and Goal Setting
4. Career Mobility
5. Career Satisfaction
6. Performance and Productivity

According to (Robbins & Judge, 2018) defines performance as the result of work produced by a person based on the requirements of the job that have been set. They emphasized that employee performance can be measured by comparing the work results achieved with the standards that have been determined by the organization. Employee performance includes effectiveness and efficiency in completing the tasks given.

According to (Bratton et al., 2021), performance is the outcome or level of success of a person as a whole over a given period in carrying out a task compared to various possibilities such as predetermined and mutually agreed upon work standards, targets, or criteria

To measure the level of employee performance in this study, indicators formulated by (Bratton et al., 2021) are used, namely:
1) Quality of work;
2) Working Quantity
3) Turnaround Time
4) Work effectiveness and efficiency
5) Initiative and creativity.
6) Discipline and Compliance
7) Communication

This study aims to analyze the Effect of Incentives on Employee Performance Through Career Development at the Public Works and Spatial Planning Office of Asahan Regency. The concept of this research is as illustrated in the following conceptual framework drawing:

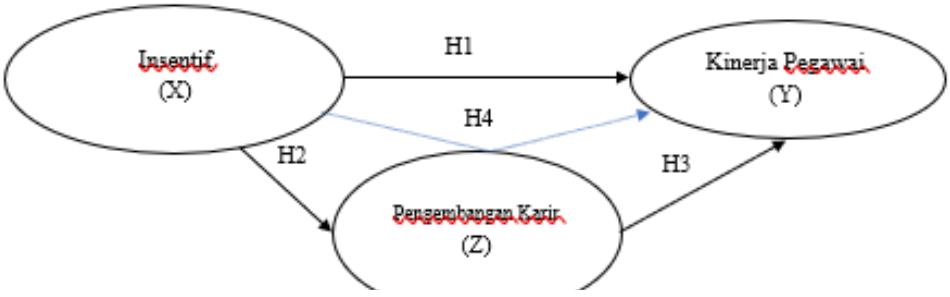

Figure 1. Conceptual Framework

2. RESEARCH METI

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2020). In this study, the exogenous variable is the Provision of Incentives (X). Meanwhile, the endogenous variables are Employee Performance (Y) and the moderation variable is career development (Z).

This research was carried out at the Office of Public Works and Spatial Planning of Asahan Regency which is located at Jl. Mahoni No.29, Mekar Baru, Kisaran, Asahan Regency, North Sumatra 21211. The time of this research will be carried out from January 2025 to March 2025.

In the opinion of several experts, one of which is according to (Sugiyono, 2019), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. In this study, the population used was the entire number of employees at the Asahan Regency Public Works and Spatial Planning Office which amounted to 145 people with the following details.

Table 3.1 Population Details at the Public Works Office and Asahan Regency Spatial Planning

No.	Employee Status	Number (Person)
1.	ASN	69
2.	Honorary	76
	Sum	**145**

Source : **Office of Public Works and Spatial Planning of Asahan Regency**

According to (Sugiyono, 2020), the sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. However, in this study, because the number of the population is relatively small, the sampling technique used is a saturated sample technique, which involves all respondents to be a sample, meaning that the sample to be used is 145 employees.

Meanwhile, the feasibility test that will be used in this study is the outer *model* test in order to obtain *an outer loading* value that meets the requirements *of validity and reliability.* Testing the structural model (Inner model) which includes a determination coefficient test (R2) to measure how far the model is able to explain the variation of bound variables. R^2

The Goodness fit test is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and the hypothesis test (T-Statistic Test) which consists of *a path coeficients* test to test how the direct influence of each independent variable

individually on its bound variable as well as the indirect influence of the intervening variable in influencing its independent variable on its bound variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Ghozali & Latan, 2015) the criterion of t-value table is 1.96 with a significance level of 5%

3. RESULTS AND DISCUSSION

3.1. Results

Outer Model *Analysis*

The outer *model* test in this study uses algorithm analysis in *SmartPLS software version 3.0,* in order to obtain *outer loading* values that meet *the validity and reliability requirements.*

1) Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading values in the following table

Table 2. *Outer Loading*

Indicators	*Outer Loading*	Information
Provision of Incentives (X)		
PIN1	0.796	Valid
PIN2	0.598	Valid
PIN3	0.858	Valid
PIN4	0.828	Valid
PIN5	0.860	Valid
Employee Performance (Y)		
KP1	0.904	Valid
KP2	0.877	Valid
KP3	0.744	Valid
KP4	0.573	Valid
KP5	0.769	Valid
KP6	0.819	Valid

Indicators	*Outer Loading*	Information
KP7	0.784	Valid
Human Resource Development (Z)		
PK1	0.834	Valid
PK2	0.916	Valid
PK3	0.696	Valid
PK4	0.779	Valid
PK5	0.698	Valid
PK6	0.836	Valid

Based on Table 2, it can be seen that all indicators have a *loading factor* value of > 0.60. According to (Ghozali, Imam & Latan, 2015) states that the indicator is declared valid if it has a loading *factor* value of > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:

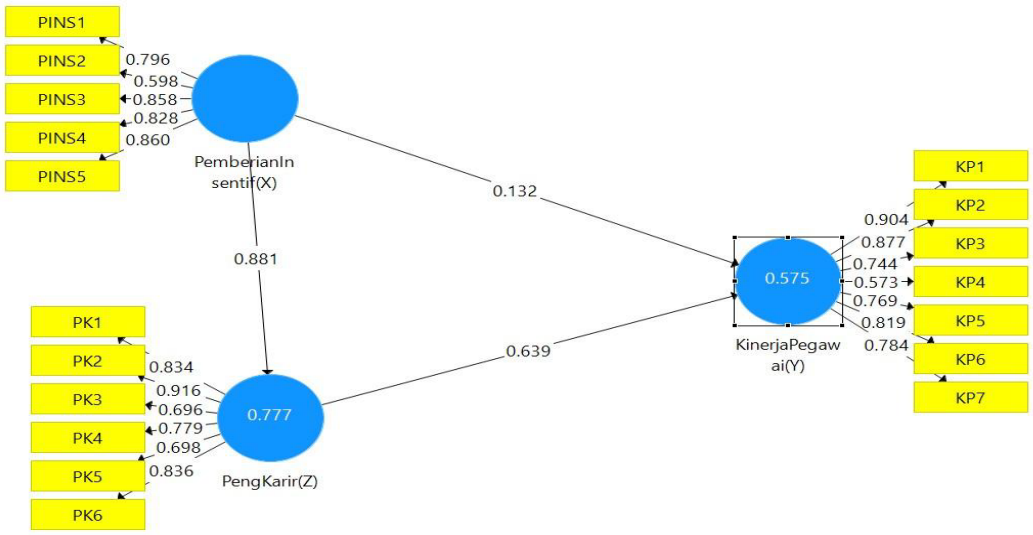

Figure 1. Outer Model Test Results

2) Discriminate Validity *Test Results*

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table in

Table 3. *Discriminant Validity*

Variable Indicators	Employee Performance (Y)	Development Career (Z)	Provision of Incentives (X)
KK1	**0.904**	0.728	0.629
KK2	**0.877**	0.710	0.599
KK3	**0.744**	0.495	0.503
KK4	0.573	**0.621**	0.590
KP5	**0.769**	0.427	0.448
KP6	**0.819**	0.508	0.411
KP7	**0.784**	0.544	0.566
P1	0.638	**0.847**	0.796
P2	0.456	0.585	**0.598**
P3	0.600	0.741	**0.858**
P4	0.501	0.617	**0.828**
P5	0.521	0.644	**0.860**
PK1	0.577	**0.834**	0.689
PK2	0.691	**0.916**	0.869
Source: Output Smart PLS,		**0.696**	0.657
PK4	0.770	**0.779**	0.607
PK5	0.423	**0.698**	0.661
PK6	0.578	**0.836**	0.711

Based on table 3, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading variable Employee Performance variable shows that the cross loading variable indicator is greater than the cross loading of other latent variables, the cross loading indicator of the variable of giving incentives shows that the value *of the cross loading* indicator is greater than other latent variables, *Cross loading* Career Development also shows a greater cross loading indicator value than the latent variable cross loading. Based on this data, it can be stated discriminatively *that* the cross loading *results* are considered valid.

3) Composite reliability *test results*

The test further determines the reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the indigo *composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha value* is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table.

Table 4. *Construct Reliability and Validity*

Indicators	Cronbach 's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Employee Performance(Y)	0.894	0.918	0.621
Provision of Incentives (X)	0.849	0.894	0.630
Career Development (Z)	0.883	0.912	0.635

Source: Output Smart PLS, 2024

Based on Table 5, it can be explained that the AVE value in each variable tested has a value of > 0.5, which shows that all variables in this study meet the *criteria discriminant validity*. To determine the reliability in this study, the value of *composite reliability*. The accepted value for the reliability level is > 0.7. Based on these criteria, it can be seen that all variables in this study have a > value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

Structural Model Evaluation (*Inner Model*)

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1) Determination Coefficient Test Results (R2)

The determination coefficient (R2) test is used to see the influence of certain independent latent variables on the dependent latent variable whether it has a

substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table.

Table 5. R Square Results

Variable	R Square	Adjusted R Square
Employee Performance(Y)	0.575	0.569
Career Development (Z)	0.777	0.775

Source: Output Smart PLS, 2024

Based on table 5, it is known that the R square Adjusted value of the employee performance variable is 0.569 or 56.90%, which means that the influence of incentives on employee performance in the category is very high, meaning that the more incentives are given, the more employee performance will increase. Meanwhile, the R Square value on the employee performance variable is 0.575 or 57.50%, which means that the effect of providing incentives on employee performance is 57.50.% and the remaining 42.50% is influenced by other variables that have not been studied. Meanwhile, the R Square Adjusted value of the career development variable is 0.775 or 77.50%, which means that the provision of incentives affects career development by 77.50% or in the very high category, which means that the provision of incentives is very significant in increasing human resource development. Furthermore, the R square value of the career development variable is 0.777 or 77.70%, which means that the provision of incentives affects human resource development by 77.70%, while the remaining 22.3% is influenced by other variables that have not been studied.

2) Goodness of Fit *Test Results*

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is > SRMR and the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 6. Model Fit

	Saturated Model	Estimated Model

SRMR	0.117	0.117
d_ULS	2.358	2.358
d_G	1.884	1.884
Chi-Square	1096.460	1096.460
NFI	0.593	0.593

Source: Output Smart PLS, 2024

Based on table 6, it can be seen that the NFI value is 0.593 > 0.195 so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value* > 1.96 and the P-Values < 0.05. The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

Table 7. *Path Coefficients*

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV|)**	**P Values**	**Result**
Provision of Incentives (X) -> Employee Performance(Y)	0.135	0.124	0.089	1.516	0.132	**Rejected**
Incentive (X) -> Career Development (Z)	0.895	0.894	0.016	55.921	0.000	**Accepted**
Career Development (Z) -> PerformanceEmployees (Y)	0.707	0.719	0.080	8.826	0.000	**Accepted**

Source: Smart PLS Output, 2023

Based on the data in Table 7, it can be stated that the provision of incentives does not have a positive and significant effect on employee performance. This can be seen from the T-statistical value of 1.516 > 1.96 with a P-Value of 0.132 > 0.05. This means that if the provision of incentives is increased, employee performance will not increase significantly. This result answers the first hypothesis in this study, namely that the provision of incentives has a positive and significant effect on the performance of employees of the Public Works and Spatial Planning Office of Asahan Regency

Furthermore, on the effect of providing incentives on career development, the T-Statistical value data was obtained from 55.921 > 1.96 with a P-Value of 0.000 < 0.05 so that it can be stated that the provision of incentives has an effect on career development at the Public Works and Spatial Planning Office of Asahan Regency. This can be interpreted that if the provision of incentives is increased, career development will increase. This statement raises the second hypothesis, namely that the provision of incentives has a positive and significant effect on career development.

Furthermore, on the influence of career development on employee performance, data was obtained that the T-Statistic value was 8.826 > 1.96 with a P-Value of 0.000 < 0.05 which means that career development has a positive and significant effect on employee performance. This indicates that if career development is improved, the performance of employees tends to increase significantly, so this statement answers the third hypothesis, namely that career development has a positive and significant effect on employee performance.

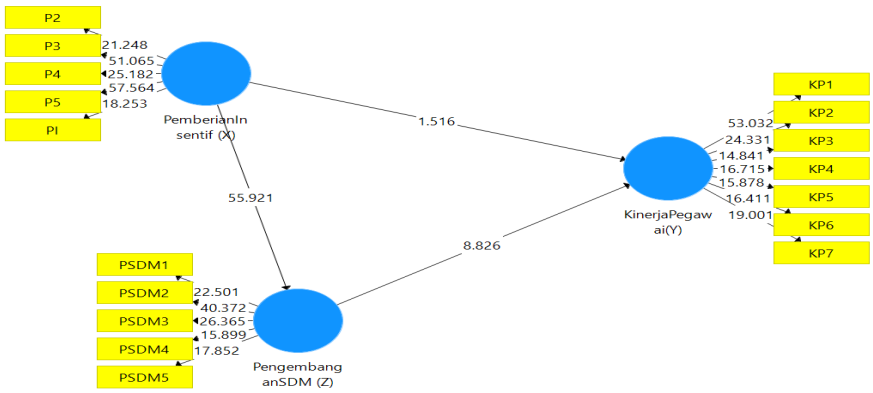

Figure 2. Path *Coefficients Test Results*

To answer the sixth and seventh hypotheses, it is seen by looking at the indirect influence between variables as shown in the following table.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Provision of Incentives (X) -> Career Development (Z) -> Employee Performance (Y)	0.643	0.623	0.076	8.389	**0.000**	**Accepted**

Source: Output Smart PLS, 2024

Based on table 8, it can be explained that career development (Z) is able to intervene in the influence between the Provision of Incentives (X) on Employee Performance (Y). This can be seen from the results of the T-Statistics value of 8.389 > 1.96 with a P-Value of 0.000 < 0.05. This shows that there is an indirect influence between the provision of incentives and employee performance through career development. This statement answers the fourth hypothesis that effective career development is able to positively and significantly intervene in the influence of providing incentives on employee performance. These results provide insight into how career development intermediary variables can intervene in the relationship between the provision of incentives to the performance of employees at the Asahan Regency Public Works and Spatial Planning Office

3.2 Discussion

The results of the study show that the provision of incentives has a positive influence on employee performance through a complex mechanism. In theory, incentives—both financial and non-financial—can increase work motivation and improve employee productivity (Cerasoli et al., 2014). Well-designed incentives provide direct rewards for achievement and motivate employees to work harder to achieve the work standards desired by the organization (Kudsi et al., 2017). In this study, although direct incentives did not show a significant influence on performance, these findings may be due to other factors that moderated the relationship, such as the perception of fairness and the relevance of incentives to employee duties (Dessler & Varrkey, 2016).

The provision of incentives has proven to have a positive effect on career development for employees at the Public Works and Spatial Planning Office of Asahan Regency. This indicates that the right incentives can motivate employees to be more involved in career development programs. In previous research, Kudsi et al. (2017) also showed that incentives can encourage employees to improve their skills and competencies, as incentives reward performance and reinforce their commitment to higher career goals. In addition, research by Noe (2015) supports these findings by stating that incentives, when combined with career development opportunities, create an incentive for employees to increase engagement in training and career planning. Incentives also help employees to see a clearer career path, motivate them to take up additional training, and contribute to upskilling relevant to their duties. Thus, providing the right incentives not only encourages employees to achieve short-term targets but also actively participates in long-term development that is beneficial to the organization.

Career development has a positive effect on employee performance at the Public Works and Spatial Planning Office of Asahan Regency. This shows that improvements in career development programs, such as training, mentoring, and clear career planning, can significantly improve employee performance. Employees who feel supported in their career development tend to have higher motivation and commitment to achieve optimal work results. Previous research by Noe (2015) supports these findings, which states that career development programs help employees to acquire more relevant skills, improve efficiency, and complete tasks better. In addition, Wayne's (2016) research shows that career development not only improves technical skills but also increases employee engagement with the organization, thereby encouraging more consistent and quality performance. Continued career development can build a sense of loyalty and belonging to the organization, which ultimately has a positive impact on their performance

Career development has been proven to mediate the influence of providing incentives on employee performance at the Public Works and Spatial Planning Office of Asahan Regency. This means that the incentives provided will be more effective in improving employee performance if supported by adequate career development programs. Career development amplifies the incentive effect by providing a pathway for employees to develop relevant skills and knowledge, ultimately supporting their performance. Previous research by Cerasoli et al. (2014) corroborates these findings, where incentives and career development complement each other in improving intrinsic motivation and performance. In addition, Noe (2015) found that incentives encourage employees to participate more actively in career development programs, which improves their skills and commitment to the organization. When incentives are followed by clear career development opportunities, employees are more motivated to achieve long-term goals and adjust to higher work standards. The finding that

career development mediates the influence of incentives on employee performance has several important implications for organizations. First, organizations need to strengthen incentive and career development programs in an integrated manner. Incentives can be used not only as a direct motivation but also as an encouragement to participate in career development activities, such as relevant training or certifications. By integrating these two elements, organizations will help employees achieve their best performance.

Additionally, it is important for organizations to invest in upskilling and employee readiness. Effective career development can amplify the impact of incentives, making training and coaching tailored to the long-term needs of the organization indispensable. Employees who have skills that continue to develop will contribute more to achieving organizational operational goals and will increase organizational competitiveness in the midst of a changing work environment. Another implication is increased employee loyalty and attachment to the organization. Clear career paths and supportive incentives create an environment where employees feel more valued, which ultimately increases their motivation and commitment to continue contributing to the organization. This helps reduce the risk of turnover, so that the organization can maintain quality human resources for the long term. In order for these two programs to run optimally, organizations also need to conduct periodic evaluations of the effectiveness of incentive and career development programs. With a deep understanding of the impact, organizations can continue to adjust programs according to the evolving needs of employees and the organization's strategic goals. Through these measures, the positive impact of incentives on employee performance will be maximized, supported by targeted career development programs, which ultimately create a productive and long-term growth-oriented work environment

4. CONCLUSIONS AND SUGGESTIONS

4.1 Conclusion

From the results of the data analysis of the research results and discussions described above, it can be concluded that:

1. Incentives had no significant effect on employee performance, with a T-statistic value of 1.516 and a P-value of 0.132 (more than 0.05). This shows that the incentives provided do not directly improve employee performance
2. Incentives have a positive and significant influence on career development, with a T-statistic value of 55.921 and a P-value of 0.000 (less than 0.05). This shows that providing incentives encourages employees to be involved in career development programs. Incentives are proven to have a positive and significant influence on career development.

3. Career development has a positive and significant effect on employee performance, with a T-statistic value of 8.826 and a P-value of 0.000 (less than 0.05). This shows that good career development can encourage more optimal employee performance. Career development has proven to have a positive and significant effect on employee performance
4. Career development mediates the influence of incentives on employee performance significantly, with a T-statistic value of 8.389 and a P-value of 0.000 (less than 0.05). This shows that incentives are more effective in improving performance if accompanied by adequate career development. Career development successfully mediates and amplifies the positive influence of incentives on employee performance

4.2 Advice

Based on the findings of this study, here are some suggestions that can be addressed to institutions to improve employee performance:

1. Strengthen Career Development Programs as a Link between Incentives and Performance Because career development has been proven to mediate the influence of incentives on performance, organizations can strengthen career development programs through training, mentoring, and job rotation. Providing a structured development program will encourage employees to be actively engaged and see a clear career path, which will positively impact their performance
2. Integration of Incentive and Career Development Programs: For more effective results, incentives can be directly linked to employee achievement or participation in career development programs. For example, providing bonuses or rewards for employees who complete training or achieve skill development targets will motivate them to continue to improve their competencies.
3. Periodic Evaluation and Adjustment to the Incentive and Career Development Program: The Public Works and Spatial Planning Office of Asahan Regency is advised to conduct regular evaluations of the effectiveness of incentive and career development programs. By measuring their impact on employee performance, organizations can adjust policies and programs to remain relevant and in line with employee needs and organizational strategic goals.
4. Encourage Employee Involvement in Program Development to involve employees in the process of designing or evaluating incentive and career development programs will make them feel more valued. Employees who feel that their opinions are heard tend to be more motivated to contribute, which will ultimately have a positive effect on their performance

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