The Effect of Incentives and Motivation on The Performance of Employees in North Samarinda Sub-District Office

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Abstract

Local governments are given the widest possible authority, making it possible to improve services to the community. Apparatus that has good performance is a demand and needs for local governments. However, the current condition of the government apparatus in Indonesia has not shown a good direction of development, because there are still many weaknesses in the level of employee discipline and low employee motivation. This research aims to examine and analyze the effect of incentives and motivation on employee performance at the North Samarinda Sub-District Office. The method of analysis used in this research is quantitative with an associative approach. Executed at North Samarinda Sub-District Office with 42 samples using census method. From the results of this research indicates that the provision of incentives has a positive but insignificant effect on employee performance in North Samarinda Sub-District Office. And motivation has a positive but insignificant effect on employee performance in North Samarinda Sub-District Office. Subsequently together, the effect of incentives and motivation on the performance of employees in North Samarinda Sub-District Office has a percentage of 23.5% so it has an appreciable percentage that can be affected by other factors of 76.5%.

Keywords: Incentives; Motivation; Employee Performance

Introduction

In the implementation of the regional government system, there is a spearhead of the system, namely the Sub-District. Based on Government Regulation Number 19 of 2008 concerning Sub-Districts, defines that Sub-District is the working area of the Sub-Districts head as a Regency/City regional apparatus within the working area of the Sub-District (article 1 section 5). The Sub-District as one of the regional government administrators who directly deal with the wider community in order to carry out the policies that have been set by the government above it, as well as carry out supervision of the administration of the government under it.

The attention of the central government to the regions by giving wider, real and responsible authority is a form of motivation that encourages local governments to be more flexible to develop capabilities in an effort to improve the welfare of the people in their own regions. Giving motivation by the Samarinda City government in the form of providing additional income/incentives will affect the results of the implementation of tasks and work which will lead to maximum organizational work results. Motivation is closely related to the system and organizational goals, so that concretely motivation really determines the success of an organization in achieving its goals.

The President of the Republic of Indonesia issued Government Regulation of the Republic of Indonesia Number 12 of 2019 concerning Regional Financial Management, saying that regional governments can provide additional income to State Civil Administration Employees with regard to regional financial capabilities and obtaining approval from the Provincial Legislatives Council, in accordance with the provisions of the legislation. Additional income is given based on considerations of workload, place of work, working conditions, scarcity of professions, work performance, and/or other objective considerations. This also applies to the North Samarinda Sub-District Office.

With the above policy as the basis for increasing employee income, the Samarinda City government issued Mayor Regulation Number 5 of 2021 concerning Additional Income, is additional income provided in the context of improving employee welfare based on workload or other objective balances. State Civil Administration Employees, hereinafter referred to as employees, are government employees with work agreements who are appointed and assigned tasks in a government position and are paid according to statutory regulations. With the additional income/incentives for employees in the government of Samarinda City, it is hoped that it can motivate employees in providing services to the community optimally so that the image of the Samarinda City government is getting better in the eyes of the community.

Motivation can be seen as a fundamental part of management activities, so that everything can be directed to the direction of potential and human resources by generating, animate and growing a high level of desire, togetherness in carrying out individual and group tasks within the organization. As a government organization, the North Samarinda Sub-District Office in moving its organization is supported by high quality performance that comes from the motivation of its officers in carrying out their duties and obligations as an employee.

The system of giving bonuses, facilities, praise and awards is one of the important elements in an organization to motivate employees to achieve the desired work performance. The system of providing incentives and rewards is given to employees who excel in the form of material and non-material awards, while employees who do not perform receive disincentives in the form of warnings, warnings, and demotion. Employees who excel need to receive awards which in turn can spur enthusiasm and better work performance.

At the North Samarinda Sub-District Office, Samarinda City has a low quality of employee work, this can be seen from the work of employees who make mistakes in writing names, addresses, etc in making identity cards, as well as letters made by employees Sub-District office. Then employees often neglect their work, some employees actually look idle and do activities that have nothing to do with the main work in the office. It can be seen that there is still a lack of sense of responsibility from each employee and there is no motivation in each employee to advance his organization. There is still a lack of cooperation for each employee at work, this can be seen from employees who cannot complete work together, employees tend to work individually so that work cannot be completed quickly or on time. The lack of employee discipline at the North Samarinda Sub-District Office can be seen from how employees ignore the work rules that have been set without regard to their obligations, such as some employees who are not in the office during working hours, this is because employees come and leave the office not

according to the office time rules.

Based on this description, the authors are interested in researching and testing "The Effect of Incentives and Motivation on Employee Performance at the North Samarinda Sub-District Office". The results of this research are expected to be used as a reference for researchers who want and are interested in developing this research with a wider scope.

Theory Basic Framework

A. Human Resources Management

Human Resources Management in an international, or macro perspective, was put forward by Kiggundu (Gomes, 2003) human resources management is the development and utilityzation of personnel for the effective achievement of individual, organizational, community, national, and international goals and objectives.

Hasibuan (2016) Human resource management is the art, science and art of managing the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees and society. Human resource management functions include:

a. Planning (human resources planning)
b. Organizing
c. Directing
d. Controlling
e. Procurement
f. Development
g. Compensation
h. Integration
i. Maintenance
j. Discipline
k. Dismissal (separation)
B. Giving Incentives

Giving incentives is important in an organization as a way to improve employee performance, because if you only rely on salary it is not enough for employees to be productive, even tend to get bored doing their job.

According Terry (Suwatno and Priansa, 2011) lattery insentive means that which incites or tendency to incite action. Incentive is something that stimulates interest in work. If this is applied to an organization, the performance and productivity of the organization will increase. This is due to employees who have worked optimally.

Yuniarsih and Suwatno (2013) said incentives are rewards or rewards given to motivate workers or members of the organization so that their motivation and work productivity are high, they are not permanent or at any time. The incentives consist of equalization incentives, which are given to all employees or members of the organization without discriminating between one another. Then, performance-based incentives are given to workers with high performance.

C. Motivation

In terms of taxonomy, motivation comes from the word "movere" in Latin, which means push or driving force. Various things that are usually contained in various definitions of motivation include wants, expectations, needs, goals, goals, drives, and incentives. This motivation is only given to humans, especially to subordinates or followers.

In terms of motivation, there are various aspects of human behavior that encourage him to do or not do. In this case, motivation means driving people to act and act. While the notion of motivation in our daily lives, motivation is defined as the whole process of providing encouragement or stimulation to employees so that they are willing to work willingly without being forced according Saydam (Kadarisman, 2013).

Same with Reksohadiprodjo and Handoko (2001) Motivation is a state in a person's personality that encourages the individual's desire to carry out certain activities in order to achieve goals. The motivation that exists in a person will realize a behavior that is directed at the goal of achieving the goal of satisfaction.

D. Employee Performance

According Timpe (Pasolong, 2014), performance is work performance, which is determined by environmental factors and management behavior. The results show that a pleasant work environment is so important to encourage the most effective and productive level of employee performance in organizational social interactions, there will always be expectations from subordinates to superiors and vice versa.

Performance can also be interpreted as work performance or work implementation or performance results, Smith (Suwatno dan Priansa, 2011) stated that performance is output derives from processes, human otherwiswe.

Then performance has a broader meaning, not only stating as a result of work, but also how the work process takes place. Performance is about doing the job and getting out of it. Performance is about what is done and how to do it. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributes to the economy, according Armstrong dan Baron (Wibowo, 2014).

E. Job Satisfaction

Job satisfaction is a general attitude towards a person's job, indicating the difference between the number of awards workers receive and the amount they believe they should receive, according Robbins (Wibowo, 2014).

In line with Gibson (Wibowo, 2014) stated job satisfaction as an attitude that workers have about their jobs. This is the result of their perception of work. Meanwhile, Gibson also said that there is a reciprocal relationship between performance and job satisfaction. On the one hand, it is said that job satisfaction causes an increase in performance so that satisfied workers will be more productive and will get satisfaction.

Job satisfaction is the way individuals feel about their work resulting from the individual's attitude towards various aspects contained in the work. Everyone has a different level of satisfaction according to the value system that applies to him. The more aspects in the work that are in accordance with the wishes of the individual, the higher the level of perceived satisfaction, and vice versa if the fewer aspects in the work that are in accordance with the wishes of the individual, the lower the level of

satisfaction felt. Job satisfaction leads to increased performance so that satisfied workers will be more productive.

Methods

The type of research used in this research is quantitative. This research includes associative quantitative research. Associative research is research that is proving and finds a relationship between two or more variables Sugiyono (2016). In this research, the authors wanted to know the effect of three variables, namely the provision of incentives and motivation as independent variables on employee performance as the dependent variable.

This research was conducted at the North Samarinda Sub-District Office, Samarinda City. The research implementation process is estimated to take 2 weeks, starting on November 26, 2021 and finishing on December 10, 2021.

According Singarimbun and Effendi (1995) operational definition is an element of research that tells how to measure a variable. The indicators to be studied are as follows:

1. Incentives: Material Incentives and Non-material Incentives
2. Motivation: Intrinsic Motivation and Extrinsic Motivation
3. Performance: Quality of Work, Responsibility, Cooperation, and Work Discipline

The population in this research were all employees at the North Samarinda Sub-District Office, amounting to 43 people. In this research, the Sub-District head was not a respondent because he was the object of the research. So the authors took 42 populations as samples using the saturated sampling method or called the census. Saturated sampling is a sampling technique when all members of the population are used as samples Sugiyono (2016). Therefore, the researcher took all the population as a sample so that the research was truly representative (represented).

Data collection techniques in the form of library research, observation, questionnaires and documentation. The data measuring instrument is the Likert scale. The Likert scale is then used to measure the effect of incentives and motivation on employee performance at the North Samarinda Sub-District Office with the aim of converting qualitative data into quantitative data so that it can be measured with numerical values.

The data analysis technique used is Pearson product moment correlation, partial correlation, multiple linear regression, accuracy of prediction and coefficient of determination.

Research Results and Discussion

A. Pearson Product Moment Analysis

The results of the Pearson product moment correlation between X1 and Y are r = 0.398. So there is a relationship between the provision of incentives with employee performance at the North Samarinda Sub-District Office of 0.398. To test the correlation is significant or not, it is necessary to know the Ftest price and compare it with Ftable at a predetermined error level with an error rate of 5%. It is known that Ftest is 7.717 and Ftable at 5% error level is 4.07. This means that Ftest > Ftable (7.717 > 4.07) then the correlation is significant or it can be said that the provision of incentives has a significant relationship with employee performance at the North Samarinda Sub-District Office.

The result of the Pearson product moment correlation between X2 and Y is r = 0.485. Sub-To test whether the correlation is significant or not, it is necessary to know the Ftest price and compare it with Ftable at an error rate of 5%. It is known that Ftest is 12,595 and Ftable at 5% error level is 4,07. This means that Ftest > Ftable (12.595 > 4.07) then the correlation is significant or it can be said that motivation has a significant relationship with employee performance at the North Samarinda Sub-District Office.

B. Partial Correlation Analysis

The results of the correlation before the motivation variable as a control, the correlation between the provision of incentives and motivation on employee performance at the North Samarinda Sub-District office is 0.398. After the motivation variable is fixed (controlled) for the entire sample, the correlation is 0.012.

To find out whether the partial correlation coefficient was found to be significant or not, a t-test was required. From the results of the calculation of t-test using SPSS obtained by 0.076, while the t-table with an error rate of 5% was obtained at 2.018. It turns out that ttest is smaller than ttable (0.076 < 2.018). Thus the correlation coefficient of the incentive variable with employee performance at the North Samarinda Sub-District Office where the motivation variable as the controlling variable is not significant, that is, it cannot be generalized to the entire population of employees at the North Samarinda Sub-District Office. This is because the numbers obtained from the calculations are very small.

To find out the pure or impure partial correlation, it is necessary to compare Ftest with Ftable, from the data obtained Ftest is 0.005 greater than Ftable at 5% error level of 4.07 or Ftest < Ftable (0.005 < 4.07). This means that the partial correlation that occurs is not pure or it can be said that there is no pure relationship or influence between the provision of incentives on employee performance at the North Samarinda Sub-District Office by controlling the motivation variable.

The results of the correlation before giving incentives as a control, the correlation between giving incentives and motivation to employee performance at the North Samarinda Sub-District Office is 0.485. After the incentive variable was fixed (controlled) for the entire sample, the correlation was 0.302.

To find out whether the partial correlation coefficient was found to be significant or not, a t-test was required. From the results of the calculation of the t-test using SPSS, it was obtained at 1.977, while the t-table with an error rate of 5% was obtained at 2.018. It turns out that ttest is smaller than ttable (1,977 < 2,018). Thus the correlation coefficient of the motivation variable with employee performance at the North Samarinda Sub-District Office where the variable of providing incentives as the controlling variable is not significant, that is, it cannot be generalized to the entire population of employees at the North Samarinda Sub-District Office. This is because the numbers obtained from the calculations are quite small.

To find out the pure partial correlation or not, it is necessary to compare Ftest with Ftable, from the data obtained Ftest is 3.813 which is smaller than Ftable at 5% error level of 4.07 or Ftest < Ftable (3.813 < 4.07). This means that the partial correlation that occurs is not pure or it can be said that there is no pure relationship or influence between motivation on employee performance at the North Samarinda Sub-District Office by controlling the variable giving incentives.

C. Multiple Linear Regression Analysis

From the multiple linear results obtained the following data a = 48.208, b1 = 0.025, b2 = 0.497. Thus, the regression equation is Y = 48.208 + 0.025X1 + 0.497X2.

To find out whether the linear equation is significant or not, it is necessary to check with Ftest. By using a computer obtained Ftest of 5.999. Meanwhile, by looking at the Ftable for an error rate of 5%, the price is 4.07. This means that Ftest > Ftable or (5.999 > 4.07), then the equation of the regression line is significant, which means it can be used to determine the relationship between these effects.

With a b1 coefficient of 0.025, a t-test of 0.076 is obtained. And to find out whether the regression coefficient is significant or not, it is compared with t-test with t-table. It is known that the t-table is 2.018 and the t-test of the incentive variable is 0.076. This shows that the value of ttest is smaller than ttable. So it's not significant. So the effect of providing incentives on employee performance at the North Samarinda Sub-District Office is not significant. So the effect of providing incentives on employee performance at the North Samarinda Sub-District Office is not significant. The provision of these incentives is not significant, it could be because the authors limit the provision of incentives to only material incentives and non-material incentives.

With a b2 coefficient of 0.497, the t-test was 1.977. And to find out whether the regression coefficient is significant or not, it is compared with t-test with t-table. It is known that the t-table is 2.018 and the motivation variable t-test is 1.977. This shows that the value of ttest is smaller than ttable. So it's not significant. So the effect of motivation on employee performance at the North Samarinda Sub-District Office is not significant. Motivation is not significant, it could be because the author limits motivation only to indicators of intrinsic motivation and extrinsic motivation.

Based on the coefficient table above, it can also be seen that the regression coefficient of the incentive variable on employee performance at the North Samarinda Sub-District Office is 0.025. This means that a one-unit change in the incentive variable results in a 0.025 change in the employee performance variable. So the provision of incentives has a positive effect on employee performance but the effect is not significant.

Furthermore, it is also known that the regression of motivational variables on employee performance at the North Samarinda Sub-District Office is also known. The effect is 0.497. This means that a change of one unit in the motivation variable resulted in a change of 0.497 in employee performance. So motivation has a positive influence on employee performance but the effect is not significant.

D. Prediction Accuracy

Untuk mengetahui kecermatan prediksi dari regresi tersebut maka dilakukan dengan cara membandingkan antara standar deviasi dari Y (Sy) dengan *Standar Error of Estimete* (SEtest).

Dengan menggunakan bantuan komputer diperoleh harga Sy yaitu 4,123 dan SEtest yaitu 3,697. Dengan demikian maka (Sy > SEtest) atau (4,123 > 3,697). Hal ini menunjukkan bahwa prediksi tersebut di atas cermat.

E.Determinant Coefficient Analysis / Coefficient of Determination

Analisis ini digunakan untuk mengetahui persentase pengaruh dari variabel fasilitas (X1) dan motivasi (X2) terhadap kinerja pegawai di Kantor Camat Samarinda Utara (Y).

Dengan menggunakan bantuan komputer diperoleh hasil sebesar 0,235. Dengan demikian, untuk mengetahui koefisien determinasi atau koefisien penentu maka digunakan rumus sebagai berikut:

Coefficient of Determination = R square x 100%
                              = 0,235 x 100%
                              = 23,5%

This means that the effect of the variable giving incentives and motivation on employee performance at the North Samarinda Sub-District Office is 23.5%. This also shows that the remaining influence of 76.5% is the influence of other variables outside the variable of incentives and motivation which has an effect of 76.5% on employee performance at the North Samarinda Sub-District Office.

Conclusion and Recommendation

A. Conclusion

The provision of incentives has an influence on the performance of employees at the North Samarinda Sub-District Office. The provision of incentives shows that the first hypothesis proposed in this research H0 is accepted and H1 is rejected, which means that the provision of incentives has a correlation coefficient with employee performance at the North Samarinda Sub-District Office of 0.398 which means it has a positive but not significant relationship. This is because there are still some employees who are not satisfied with the incentive system.

Motivation has an influence on employee performance at the North Samarinda Sub-District Office. Motivation shows the second hypothesis proposed in this research H0 is accepted and H1 is rejected, which means that motivation has a coefficient with employee performance at the North Samarinda Sub-District Office of 0.485. This is because there are still some employees who are less motivated to work optimally.

The provision of incentives and motivation together has an influence on employee performance at the North Samarinda Sub-District Office. Together, the provision of incentives and motivation on employee performance shows the third hypothesis proposed in this research H0 is rejected and H1 is accepted which means that motivation has a coefficient with employee performance at the North Samarinda Sub-District Office of 5.999 which means that the provision of incentives and motivation together The same has a positive and significant effect on employee performance at the North Samarinda Sub-District Office. So it can be seen that the influence of the variable giving incentives and motivation on employee performance at the North Samarinda Sub-District Office is 23.5%. Thus there are about 76.5% are other variables that affect employee performance and outside the variables of incentives and motivation.

B. Suggestion

Incentives variables consisting of material incentives and non-material incentives have a positive but not significant effect on employee performance at the North Samarinda Sub-District Office. So to give satisfaction to employees regarding the provision of incentives at the North Samarinda Sub-District Office, the leadership needs to improve the system of giving bonuses to employees. Leaders also need to maintain employee needs through the provision of targeted and appropriate incentives. This is not only limited to providing incentives in the form of money but is also needed as well as recognition and the provision of special equipment. As for this incentive, it should be given to employees based on the achievement of certain criteria such as achievement by employees.

The motivation variable which consists of intrinsic motivation and extrinsic motivation has a positive but not significant effect on employee performance at the North Samarinda Sub-District Office. So to increase motivation, leaders must be able to maintain employee motivation by uniting the goals of each individual in the same motivation by increasing both intrinsic motivation and extrinsic motivation. The Camat must also be able to provide motivation that can have a collective and acceptable impact, so that employees can work seriously and produce good work performance.

Because the performance of employees at the North Samarinda Sub-District Office is also influenced by other variables outside of the incentives and motivational variables, the presentation of which is 76.5%, it is appropriate that research related to employee performance at the North Samarinda Sub-District Office is held again with using other variables outside the variables of incentives and motivation. This is intended to determine other factors that affect employee performance at the North Samarinda Sub-District Office. Thus, based on these factors, other strategies can be found that can be used to improve employee performance at the North Samarinda Sub-District Office.

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