Analysis of the Influence of Motivation, Incentive and Leadership Style on Employee Performance Bank BTN Syariah KC Surakarta

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ABSTRACT: *The purpose of this study is to find out what is related to the influence of motivation, incentives and also leadership style on employee performance at Bank BTN Syariah KC Surakarta. In this study the method used was quantitative by distributing questionnaires to respondents. There were 57 respondents in this study who then processed the results of the respondents' opinions using SPSS. This research produced several findings, including motivation which has a significant influence on employee performance in this company, and the same thing also happens with leadership style which has a significant influence on employee performance, but this does not happen to incentives that do not have a significant impact. significantly to the performance of employees at Bank BTN Syariah KC Surakarta.*

Keywords Motivation, Incentives, Leadership Style, Employee Performance.

I.   INTRODUCTION

In an organization employee performance is one of the benchmarks for whether or not an organization is good, employee performance is very important in a company apart from being an identity but also as the spearhead to achieve the goals of an organization.

To achieve optimal performance from employees, motivation or encouragement from a company leader is also needed. According to Mc. Donald, motivation is a change in energy in a person (personal) which is characterized by the emergence of feelings and reactions to achieve goals, whereas according to A.W Bernard, motivation is a phenomenon that is involved in stimulating action towards certain goals which previously had little or no movement towards goals. certain. Motivation is an effort to enlarge or hold a movement to achieve a certain goal.

In addition to motivation, there are many things that encourage the creation of optimal performance for an employee, such as the provision of incentives by leaders or companies for their employees. According to Hasibuan (2007: 117) suggests that incentives are additional remuneration given to certain employees whose achievements are above standard performance. This incentive is a tool used by supporters of the principle of fairness in giving compensation. Meanwhile, according to Mangkunegara (2002: 89) suggests that incentives are a form of motivation expressed in the form of money on the basis of high performance and is also a sense of recognition from the organization for employee performance and contribution to the organization (company).

Characteristics or a method or method used by a leader in leading employees to achieve the goals set by the company are no less important in this regard.

Research by Budi Rahayu and Dian Ruhamak (2017). Related to the influence of leadership, incentives, remuneration and motivation on employee performance (Case Study at PT Industri Sandang Pangan Nusantara Cilacap), the result is a direct influence between Incentive Leadership, Remuneration and Motivation on Employee Performance, from this research for the first variable, namely the relationship between leadership and performance employees do not affect employee performance, and for the second variable related to incentives, incentives do not affect employee performance. Then for the third variable, Remuneration does not affect Employee Performance. And for the fourth variable, motivation has a positive effect on employee performance. Based on the results of the direct influence path analysis between Leadership, Incentives, Remuneration on Motivation, it can be concluded that Leadership has no effect on Motivation, Incentives have no effect on Motivation. Remuneration has a positive and significant effect on motivation. Based on the results of path analysis, the direct influence of the factors that cause leadership and incentives is less influential due to the lack of employee turnover and work environment factors. Based on the results of the path analysis of the indirect influence between Leadership, Incentives, Remuneration on Performance through Motivation, it can be concluded that the influence is getting bigger so that motivation plays a very important role in driving employee performance.

Research conducted by Ary Sutrischastini and Agus Riyanto (2015) examined the effect of work motivation on the performance of employees at the regional secretariat of Gunungkidul district. The results of the study show that it is proven that incentives have a positive and significant effect on the performance of employees of the Gunungkidul Regency Regional Secretariat office, as well as motivation, that motivation has a positive and significant effect on the performance of employees of the Gunungkidul Regency Regional Secretariat Office, and it is also proven that expectations have a positive and significant effect on the performance of Employees of the Regional Secretariat Office of Gunungkidul Regency, as well as the conclusions from their research showing that motivational incentives and expectations have a positive and significant effect on the performance of Employees of the Regional Secretariat Office of Gunungkidul Regency.

Employee performance can be said to be the spearhead of the nets of an agency, be it a company or a material non-profit organization. The better the performance of employees who are running or created, it will become a real capital or hope for the progress of the agency.

From the description above, I am interested in conducting research with the title "ANALYSIS OF THE INFLUENCE OF MOTIVATION, INCENTIVE AND LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE OF BANK BTN SYARIAH KC SURAKARTA".

II.   MATERIALS AND METHODS

2.1   Employee performance (Y)

Every human being has the potential to act in various forms of activity. The ability to act is obtained by humans either naturally (present from birth) or learned. Although humans have the potential to behave in a certain way, that behavior is only actualized at certain times. The potential for certain behaviors is called ability, while the expression of this potential is known as performance. Operationally performance can be defined as an action or implementation of tasks that have been completed by someone within a certain time and can be measured.

Mahsun (2009:25) defines performance as an illustration of the level of achievement of the implementation of an activity or program or policy in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning plan of an organization. The term performance is often used to refer to achievement or level of success of individuals or groups of individuals. Performance can be known only if an individual or group of individuals has predetermined success criteria. This success criterion is in the form of certain goals or targets to be achieved. Without goals or targets, it is impossible to know the performance of a person or organization because there are no benchmarks. Meanwhile Veitzhal Riva'i (2009:548) also argues that employee performance is a function of motivation and ability to complete a task or job one should have a certain degree of willingness and level of ability.

2.2   Motivation (X1)

Motivation is needed in various aspects from education to the business world, K. Suhendra, (2008: 53) explains that motivation is an effort to give active encouragement to employees accompanied by reasons for the importance of an activity to achieve goals for employees in line with organizational interests. Meanwhile, according to Hasibun, (2009: 141) states that motivation comes from the Latin word Movere which means encouragement or movement. Motivation in management is only aimed at human resources in general and subordinates in particular.

Based on a theory put forward by Oemar Hamalik (2007) motivation is needed in an organization because it has several functions in it, including encouraging behavior or an action, motivation functions as a director, meaning directing actions to achieve the desired goal, motivation functions as a mover, meaning motivation will function as a determinant of the speed of a job, motivation serves as a helper to achieve goals.

For the motivation itself according to Wood Worth, motivation is classified into 2 parts, namely Unlearned motives and Learned motives, Unlearned motives, are the main motivations that are not learned or innate motivation, namely motivation that is brought from birth, such as the urge to eat, drink, sex, move and rest. This motivation is often called biologically implied motivation. Whereas for Learned motives it means motivation that arises because it is learned, for example the urge to learn a branch of knowledge and pursue a position.

2.3.   Incentives (X2)

In the world of economics or the world of business, incentives have become a mandatory part that must be received by employees, which in nature is a basic salary or bonus (not mandatory). Incentives can be formulated as adequate remuneration for employees whose performance exceeds predetermined standards. Incentives are a motivating factor for employees to work better so that employee performance can increase. From the above understanding to be clearer about incentives, below are some management experts who put forward the notion of incentives.

According to Handoko (2002: 176) suggests that incentives are incentives offered to employees to carry out work according to or higher than the standards that have been set. Incentives are essentially to increase employee motivation in trying to achieve organizational goals by offering financial incentives above and beyond basic wages and salaries, while according to Danim (2004:9) incentives are organizational rewards for individual or work group achievements. In other words, organizational incentives are the acquisition or product of the work they do. Incentives can be in the form of benefits or punishments given alternately according to individual contributions to the organization.

2.4.   Leadership style (X3)

Each leader has a different way or style from one another in leading an organization or company. Leader behavior is something that can be learned and trained to become an effective leader.

According to Rivai (2014: 42) Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. Meanwhile, according to Thoha (2013: 49) that leadership style is a behavioral norm used by someone when that person tries to influence the behavior of others as he sees it.

In the leadership style, there are many models according to Veithzal Rivai (2011: 122) explaining that there are 3 types of leadership, among others, the first is an authoritarian leadership style. organization. Second, democratic leadership, subordinate democratic leadership tends to have high morals, can work together, prioritizes the quality of work and can direct themselves. The third is the free leadership style, this leadership style gives full power to subordinates, the organizational structure is loose.

1.   The effect of motivation on employee performance

Motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work with all their might to achieve satisfaction, Hasibuan (2007: 95). Ishak and Hendri (2003:12) argue that "Motivation as a main thing that drives every motive to work" is often interpreted as a driving factor for one's

behavior.

H1: Motivation has a positive effect on employee performance

2.   The effect of incentives on employee performance

According to Rivai (2013: 767) Incentives are defined as a form of payment associated with performance and gain sharing, as profit sharing for employees due to increased productivity or cost savings. Meanwhile, based on the opinion of Heidj Ranopandojo and Suadhusnan (1984:1) Incentives are wages that provide different rewards because of different achievements.

H2: Incentives have a positive effect on employee performance

3.   The influence of leadership style on employee performance

According to (Thoha, 2010), leadership style is a behavioral norm that is used by someone when that person tries to influence the behavior of other people or subordinates. Meanwhile, according to Rivai and Mulyadi in Kumala & Agustina (2018: 27) defines that "Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals can be achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often implemented by a leader".

H3: Leadership style has a positive influence on employee performance.

III.   RESEARCH METHOD

The type of research applied is quantitative research, where the research data is in the form of numbers and can be counted or measured. In this quantitative analysis it is intended to estimate the magnitude of the influence of several independent variables jointly or individually on the dependent variable. As well as the influence of intervening variables in influencing the independent variables on the dependent variable which will later be measured using the SPSS statistical analysis tool.

Data collection techniques in this study were carried out by surveying respondents by distributing questionnaires. Questionnaire is a data collection technique that is carried out by providing a set of questions or written statements to respondents to answer Sugiyono, (2018). The questionnaire in this study was distributed directly to Bank BTN Syariah KC Surakarta companies which will be filled in by the company's employees. This intends to obtain complete information about the problem under study so that it is hoped that the data collected will have high accuracy.

In this study the questionnaire used used a Likert scale as a data measurement scale, the Likert scale is a scale used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena Sugiyono, (2018).

IV.   RESULTS

A.   Classic Assumption Test

1.   Normality test

One-Sample Kolmogorov-Smirnov Test

		Nonstandardresiduals
N		57
Normal Parameter[a,b]	Average	0,0000000
	Std. Deviation	1,82433519
The most extreme difference	Absolute	0,070
	Positife	0,070
	Negatife	-0,061
Test Statistic		0,070
Asymp. Sig. (2-tailed)		0,200[c,d]

a.   Tes distribusi Normal.

    b.   Calculations from data.

    c.   Correction of significance lillie ors.

    d.   Lower bound of true significance.

From the table above shows a calculation result of 0.070 which can be concluded as normal data.

2.   Multicollinearity Test

Coefficients[a]

| Model | Nonstandard coefficients | | Standard koefisien | | | Statistic kolinearitas | |
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	5,408	2,952		1,832	0,073		
VARIABEL_X1	0,483	0,150	0,429	3,213	0,002	0,509	1,963
VARIABEL_X2	-0,127	0,074	-0,165	-1,724	0,091	0,996	1,004
VARIABEL_X3	0,320	0,132	0,325	2,431	0,018	0,508	1,968

The test results

a. Dependent Variable: VARIABEL_Y

show that the tolerance value of all independent variables is above 0.10 and the variable VIF value is below 10. This meansthat all independent variables do not have symptoms of multicollinearity.

3.   Heteroskedastisitas test

Coefficients[a]

| Model | Coeficient non standard | | Standard Coefisien | | |
	B	Std. Error	Beta	t	Sig.
1 (Constant)	0,293	1,728		0,170	0,866
VARIABEL_X1	0,020	0,088	0,043	0,225	0,823
VARIABEL_X2	0,030	0,043	0,093	0,683	0,498
VARIABEL_X3	0,007	0,077	0,017	0,090	0,929

a. Dependent Variable: ABS_RES

all variables have a sig value> 0.05, meaning that all variables are declared not to haveheteroscedasticity.

4.   Multiple Linear Analysis

Coefficients[a]

Model	Coeficient non standard		Standard Coefisien	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,408	2,952		1,832	0,073
VARIABEL_X1	0,483	0,150	0,429	3,213	0,002
VARIABEL_X2	-0,127	0,074	-0,165	-1,724	0,091
VARIABEL_X3	0,320	0,132	0,325	2,431	0,018

a. Dependent Variable: VARIABEL_Y

The regression equation is obtained as follows:

Y	$= 5{,}408 + 0{,}483X_1 - 0{,}127X_2 + 0{,}320X_3$
X_1	= Motivation
X_2	= incentive
X_3	= Leadership Style
Y	= Employee performance
E	*= Standart error*

From these equations it can be concluded that:

a)   Constant value (a) = 5.408. Positive results or symbols have the meaning of indicating a unidirectional influence between the dependent and independent variables. This shows that if all the independent variables including motivation (X1), incentives (X2) and leadership style (X3) are 0 or do not change, then the value of employeeperformance is 5.408, assuming that other variables remain constant.

b)   The value of the regression coefficient of Motivation (X1) has a positive value of 0.483. This shows that if motivation increases by 1, employee performance will increase by 0.0483 assuming the other independent variables are considered constant. The positive sign means that it shows a unidirectional influence between the independent and dependent variables.

c)   Incentive regression coefficient (X2) is -0.127. This value shows a negative (opposite) effect between incentives and employee performance, this means that if the incentive variable increases by 1, then on the contrary the employee performance variable (Y) decreases by 0.127.

d)   The regression coefficient value of Leadership Style (X3) has a positive value of 0.320. This shows that if the leadership style increases by 1, the employee's performance will increase by 0.320 assuming the other independent variables are considered constant. The positive sign means that it shows a unidirectional influence between the independent and dependent variables.

B.   Hipotesis Test

1.   F Test (Simultaneous Significance)

ANOVA[a]

Model	Squared sum	df	Mean Square	F	Sig.
1 Regresi	201,130	3	67,043	19,065	0,000[b]
Residual	186,379	53	3,517		
Total	387,509	56			

a.   Dependent Variable: VARIABEL_Y

b.   Predictors: (Constant), VARIABEL_X3, VARIABEL_X2, VARIABEL_X1

Based on the F Test calculation table above, it can be seen that the F value is 19.065 with a probability of 0.000, because the probability is less than 0.05, the regression model can be used to predict employee

performance or it can be said that Motivation, Incentives, and Leadership Style jointly influence on employee performance.

2. T-test (Partial Parameter Significance)

Coefficients[a]

Model	Coeficient Non Standard		Standard Coeficient	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,408	2,952		1,832	0,073
VARIABEL_X1	0,483	0,150	0,429	3,213	0,002
VARIABEL_X2	-0,127	0,074	-0,165	-1,724	0,091
VARIABEL_X3	0,320	0,132	0,325	2,431	0,018

a.   Dependent Variable: VARIABEL_Y

a)   The results of testing with SPSS for variable X1 (Motivation) obtained a t value of 3.213 with a significance level lower than the expected significance level (0.002 <0.05). It can be concluded that motivation has a significant effect onemployee performance.

b)   Testing with SPSS for variable X2 (Incentives) obtained a t value of -1.724 with a significance level greater than the expected significance level (0.091> 0.05). It can be concluded that incentives have no significant effect on employee performance.

c)   Testing with SPSS for variable X3 (Leadership style) obtained a t value of 2.431 with a significance level lower than the expected significance level (0.018 <0.05). It can be concluded that leadership style has a significant effect on employee performance.

3. The coefficient of determination

Model Summary

Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate
1	0,720[a]	0,519	0,492	1,875

a.   Predictors: (Constant), VARIABEL_X3, VARIABEL_X2,VARIABEL_X1

Based on the results of the adjusted R2 test, it shows that the adjusted R2 value is 0.720, which means that the dependent variable that can be explained by the independent variable is 72%. This means that the independent variables including motivation, incentives and leadership style can only explain 72% of employee performance. while the remaining 28% is influenced by other variables outside this research model.

4. Reliability Test

Reliability Statistics

Cronbach'sAlpha	N of Items
0,832	21

Obtained all Cronbach Alpha values> 0.60, meaning that all variables are declared reliable or reliable.

DISCUSSION

1. The effect of motivation on employee performance at Bank BTN Syariah KC Surakarta

Based on table 4.9, it can be seen that the significance value is 0.02, where the value is smaller than 0.05 and t count

3.213 > from t table 2.004879, it can be interpreted that the variable X1 (Motivation) has a significant influence on thevariable Y (Employee Performance).

This shows that with an attitude or effort to make ends meet, earnestness in carrying out work to achieve optimal results, efforts to improve performance for career improvement and to get praise from superiors and also interest in a new challenge in work are able to improve performance. employees of Bank BTN Syariah KC Surakarta.

The results of this study are in line with research conducted by Anggriawan et al., (2015), Effendy & Fadhilah, (2019), and Marhumi & Nugroho, (2018) stating that motivation (X1) has a positive and significant relationship to employee performance. Motivation itself is the encouragement, effort and desire within the individual that activates, empowers and directs his behavior to carry out the duties and responsibilities within the scope of work. It can be concluded that the higher the employee's work motivation, the higher the employee's performance.

2. The effect of incentives on the performance of Bank BTN Syariah KC Surakarta employees

Testing with SPSS for variable X2 (Incentives) obtained a t value of -1.724 and has a value < (smaller than) t table 2.004879, with a significance level greater than the expected significance level (0.091> 0.05). It can be interpreted thatthe Incentive variable has no significant effect on employee performance.

This shows that the provision of social security to employees, the provision of bonuses for employee performance, the provision of awards for performance, the provision of promotions to the best employees, and the provision of attractive offers for employees have proven unable to improve the performance of employees at Bank BTN KC Surakarta.

Heidj Ranopandojo and Suadhusnan (1984: 1) argue that incentives are wages that provide different rewards because the achievements are different, from one of the opinions of these experts it can be used as a bit of a picture that makes incentives not significantly affect the performance of employees in these agencies. The results of this study are not in line with research conducted by Anggriawan et al., (2015) which states that incentives (X1) have a positive and significant relationship to employee performance. In this study there is still an influence from giving incentives, but giving incentives does not affect the high level of employee performance at Bank BTN Syariah KC Surakarta. The high performance of employees at Bank BTN KC Surakarta could have been influenced by other factors, namely motivation at work.

3. The influence of leadership style on employee performance at Bank BTN Syariah KC Surakarta.

Testing with SPSS for variable X3 (Leadership style) obtained a t value of 2.431 which has a value > (greater than) t table 2.004879 with a smaller significance level (0.018 <0.05). It can be interpreted that leadership style has a significant effect on employee performance.

This shows that the speed and accuracy of the leadership in making decisions, the attitude of the leadership that can motivate their subordinates, good communication between leaders and employees, good management from leaders to employees, leadership responsibility to employees, and good emotional control from leaders proven capable of being able to improve the performance of Bank BTN Syariah KC Surakarta employees.

The findings in this study are not in line with a study conducted by Rahayu, B., & Ruhamak, M.D. (2017b) which examines "The Influence of Leadership, Incentives, Remuneration and Motivation on Employee Performance (Case Study at PT Industri Sandang Pangan Nusantara Cilacap)" which resulted in a finding that leadership does not affect employee performance, and incentives do not affect employee performance, then remuneration itself does not affect employee performance, and motivation has a positive effect on employee performance.

V.   CONCLUSION

1.   The effect of motivation on employee performance at Bank BTN Syariah KC Surakarta shows a significance result of 0.02 and t count 3.213 > from t table 2.004879 and p-value <0.05. So the hypothesis which states that motivation has a significant effect on the performance of Bank BTN Syariah KC Surakarta employees is proven to be true.

2.   The effect of incentives on employee performance at Bank BTN Syariah KC Surakarta shows a significance result of 0.091 with a t-count of -1.724 and a p-value of 0.05. So incentives do not have a significant effect on employee performance at Bank BTN Syariah KC Surakarta. In this study, the hypothesis which states that incentives have an influence on employee performance has not been proven true.

3.   The influence of leadership style on employee performance at Bank BTN Syariah KC Surakarta is positive, with a calculated t value of 2.431 which has a value > (greater than) t table 2.004879 with a significance level smaller than the p-value (0.018 < 0.05). So the hypothesis which states that leadership style has a significant effect on employee performance is proven true.

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