



The Effect of Motivation, Training and Incentives on Employee Performance

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Submission Info :

Received 01 February 2022
Accepted 12 February 2022
Available online 15 February 2022

Keyword :

Motivation
Training
Incentives
Employee Performance

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Abstract

This study aims to determine the effect of motivation, training, and incentives on the performance of Makassar City Spatial Planning and Building Employees. The research approach used in this study is a quantitative approach using survey research, namely research that takes samples from a population of 68 people with using a questionnaire as a data collection tool, the sampling method used is the saturated sample or the census method. Then the data analysis method to test the results of the hypothesis used multiple linear analysis technique with the help of SPSS. The results of this study indicate that the influence of motivation, training and intensive has a positive and significant effect on employee performance



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Introduction

The growing era of development has also motivated the city of Makassar always to strive to improve itself by implementing the Makassar Program to become a world city. This program is expected to have adequate human resources. However, it must be realized that the implementation of development that is not supported by adequate human resources is an obstacle to the development itself, so human resource development has not received enough motivation, training, and incentives so that the transformation process occurs (Sulistyowati, 2018) Potential of human resources that with optimal resource management can contribute and have a strong influence on the organization's success in preparing work programs and achieving work results that satisfy human resources themselves (Marjaya & Pasaribu, 2019).

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According to performance theory, it is strongly influenced by the ability and motivation of each employee. Employees who have high ability and motivation will try their best to do a better job. The motivational factor is no less important in improving employee performance. Motivation is a driving force for someone to carry out an activity to get the best results (Maduka & Okafor, 2014). Therefore, it is not surprising that employees with high work motivation usually have high performance.

For this reason, employee work motivation needs to be raised so that employees can produce a good performance. Ability and motivation combine employee interests and organizational interests so that all employee desires can be satisfied and achieve organizational goals (Sinaga, 2018). To improve the quality of human resources for the government, especially for civil servants who are under the auspices of the Makassar City Government, one way that can be done to improve employee performance is through employee development, namely by conducting education and training (Sukoco et al., 2020). To achieve the expected performance in an organization or agency, employees must receive adequate education and training programs for their positions to be skilled in carrying out their work (Ongalo & Tari, 2015).

Theoretical Framework and Hypotheses

Position training aims to improve the quality of expertise, abilities, and skills. Another objective of the training implementation is forming educated and trained human resources who can adapt to all existing changes. With training, every civil servant will produce better employee performance because the abilities that have been obtained through training significantly affect the performance of civil servants themselves so that they can carry out their duties optimally with professional principles (Rustianah & Saptadji, 2021). The training program is expected to motivate employees to carry out their work to improve performance; low work motivation can affect employee performance that is not optimal (Imran et al., 2014). therefore, it is not surprising that employees with high work motivation usually have high performance and high performance. For this reason, employee work motivation needs to be raised so that employees can produce a good performance. Intensive provision is an essential and dominant need to be fulfilled by individuals at the Makassar City Spatial Planning and Building Service in carrying out work activities that expend energy or energy, causing a physiological condition to be tired or tired, so they demand to fulfill their work allowances in the form of clothing, food and board needs (Risnawati & Retnoningsih, 2020).

The provision of incentives is built by the needs of everyone who works according to the level of income they have in meeting their daily needs. The income consists of incentives, allowances, insurance, and various other incentives (Septiana, 2019). The allocation of income is intended to meet the needs of food, drink, clothing, and other survival. The Makassar City Spatial Planning and Building Service are one of the government agencies in charge of providing direction to the community in urban planning, city development, and city control. The Makassar City Spatial Planning and Building Service are determined to be the leading and foremost service in realizing urban spatial planning, which includes planning, utilization, and control of urban space according to the Makassar City Spatial Planning and Building Service Plan.

An expression that needs to be understood together is that at least the general performance structure and mechanism at the Makassar City Spatial Planning and Building Office shows that the decline in employee performance, which can be seen from the completion time of the issuance of the Building Permit (IMB) is not by the specified time. The many buildings have not taken care of the IMB due to the lack of control from the Makassar City Spatial Planning and Building Service, especially the Control and Supervision Division. To get to how the process, structure, and mechanism for future planning, it is necessary to know which things are considered appropriate or not under the current situation and condition of the available performance system at the Makassar City Spatial Planning and Building Office. In other words, if performance is improved through motivation, training, and incentives, it is necessary to know and define these elements and aspects to support the performance of employees at the Makassar City Spatial Planning and Building Office.

Thus, we do not make the same mistakes in the past. Every government apparatus must be a component of the implementation of the dissertation or regional autonomy, which has essential responsibilities and roles according to the field of work that he adds. Makassar City Space and Building in implementing effective and efficient development (Asim, 2013). To achieve these tasks, it is necessary to have a pattern of control, order, and control with an accountability perspective to create a clean and professional apparatus. Therefore, the status of the work unit needs to continuously improve its performance and make the best use of opportunities by compiling an activity plan that produces inputs and outputs as a guideline and implementation of the management of the activity planning status at the Makassar City Spatial Planning and Building Office. This study uses several motivational theories, namely Maslow's Hierarchy of Needs theory. The theoretical concept explains that human needs can be arranged from the lowest to the highest. A person will be encouraged to fulfill the most potent needs according to the time, circumstances, and experience concerned following a hierarchy. At this level, the lowest needs must be met first and then at a higher level of needs, then the Two Factor Theory - Herzberg, this theory views that a person has different needs, namely: first. Maintenance needs or health needs include physical working conditions, wages, the atmosphere of the relationship between employees and leaders, and social welfare. The second group stated that motivational needs include achievement, appreciation, growth, and ability development. Furthermore, McClelland's Theory of Needs (McClelland Gibson, 1996: Elqadri, 2015) divides needs into three, namely (1) Need for affiliation (n Aff); The need for affiliation is a desire to have friendly and warm relationships with other people (2) Need of Power (n Pow), The need for power is the need to influence and control others and be accountable to them. (3) Need for Achievement (n Ach) This theory is like the self-actualization needs of Maslow McClelland, which states that people who have high achievement needs focus on achieving success who tend to set more realistic goals and choose tasks with a moderate degree of difficulty. The need for achievement is highly correlated with the need for status and wealth.

H1: Motivation variable, has a positive and significant effect on employee performance

H2: Training variable has a positive and significant effect on employee performance

H3: Incentive variable has a positive and significant effect on employee performance

Research Method

This research is quantitative associative research with a survey approach. This study involved 68 employees. Makassar City Spatial Planning and Building Office, this study uses primary data collected by distributing questionnaires to all respondents filled with several statements with four answer options that will be given a weighted score such as answers (Strongly Agree = 4, Agree = 3, No). Agree=2, Strongly Disagree=1). The data collected will be analyzed through four stages of testing. The first stage is to do a descriptive analysis. The second stage is to test the quality of the data, which consists of (validity test and reliability test). The third stage tests the classical assumption consisting of (test for normality, multicollinearity, and heteroscedasticity). The fourth stage is to test all the hypotheses proposed in this study and will be proven through a partial test and a coefficient of determination test.

Table 1. Variable Operations

Variable	Code	Item / Construct	Major Reference
Work Motivation (X ₁)	<ul style="list-style-type: none"> • WM.1 • WM.2 	<ul style="list-style-type: none"> • Motive • Hope 	(Chenhall & Morris, 1986; Crosby et al., 1990; Granero, 2019; Napitupulu et al., 2018; Seidl et al., 2019; Vilches-Montero et al., 2018)
Training (X ₂)	<ul style="list-style-type: none"> • T.1 • T.2 • T.3 • T.4 • T.5 	<ul style="list-style-type: none"> • Knowledge • Ability • Skills • Attitude 	(Hartini & Lestari, 2020; Mahulette et al., 2020; Sukma, 2021)
Insentive (X ₃)	<ul style="list-style-type: none"> • I.1 • I.2 	<ul style="list-style-type: none"> • Financial incentives • Non-financial incentives 	(Amertadewi & Dwirandra, 2013; Fiedler, 1967; Hakim et al., 2016; Putri, 2014; Umami, 2020; Yuniarti & Satya, 2019)
Employee Performance (Y)	<ul style="list-style-type: none"> • EP.1 • EP.2 • EP.3 • EP.4 • EP.5 	<ul style="list-style-type: none"> • Quality of work • Quantity of work • Cooperation • Initiative • Punctuality 	(Astini et al., 2014; Mahoney, 1987; Nur Haryono & Setiawati, 2016; Nur Romadhani, 2016; Yustien, 2011)

Data Analysis and Discussion

Data Analysis

Description of the characteristics of the respondents describes the identity of the respondents who became the sample in this study. Presentation of data on the identity of the respondents here, namely, to provide an overview of the respondent's state. The description of the respondents who have become the sample in this study is clarified based on the respondent's age, gender, education level of the respondent, and years of service.

Table 2. Characteristics of Respondents

Criteria	Description	Total	Percentage
Gender	Man	48	70.5%
	Woman	20	29.5%
Age	25 – 30 Year	5	7,4%
	31 – 35 Year	19	27,9%
	36 – 40 Year	14	20,5%
	41 – 45 Year	6	8,9%
	46 – 50 Year	5	7,4%
	> 50 Year	19	27,9%
Education Level	High School	10	14,7%
	Diploma 3	-	-
	Diploma 4	-	-
	Bachelor	44	64,7%
	Master	14	20,6%
Working time	1 – 5 tahun	14	20,6%
	6 – 10 tahun	12	17,7%
	11 – 15 tahun	15	22%
	16 – 20 tahun	13	19%
	21 – 25 tahun	10	14,7%
	> 25 tahun	4	6%

The results of the respondents' answers identified in the questionnaire show that the number of respondents who are male as many as 48 people (70.5%) and female sex as many as 20 people (29.5%), then the age level of respondents where the lowest age is 30 years and the highest is > 50 year. Age interval between 31-35 years were 19 people (27.9%), age between 36-40 years was 14 people (20.5%), age between 41-45 years was six people (8.9%), age between 46-50 years as many as five people (7.4%), and age over > 50 years as many as 19 people (27.9%). These results indicate that the average age of employees at the Makassar City Spatial Planning and Building Service is still very productive, and this will affect work results both individually and as a whole, and the education level of the respondents is ten respondents (14.7%) with education level Senior High School, 44 respondents (64.7%) with a bachelor's degree (S1), 14 respondents (20.6%) with a master's level of education (S2). The last working period from the results of the study showed that the working period was between 1-5 years as many as 14 respondents (20.6%), the working period was between 6-10 years as many as 12 respondents (17.7%), the working period was between 11-15 years. Years as many as 15 respondents (22%), the working period between 16 – 20 years as many as 13 respondents (19%), the working period between 21-25 years as many as ten respondents (14.7%) and working period > 25 years as many as four respondents (6%).

From the results carried out on each statement item with a total score of employee performance variables (Y), motivation (X1), training (X2), and incentives (X3), the significance level is 0.01. Value of $r > \text{table}$ (0.306). Thus, it can be interpreted that each instrument indicator item for employee performance is valid. The reliability test results show that all research variables have a reliability/alpha coefficient greater than 0.6, so all research instruments are reliable. Thus, the research data is valid and feasible to test research hypotheses.

Table 3. Validity and reliability test results

Variable	Instrument	r-calculated	Cronbach Alpha	Result
Work Motivation	WM.1	0,707	0,789	Valid dan reliabel
	WM.2	0,837		
	WM.3	0,659		
	WM.4	0,694		
	WM.5	0,694		
Training (X2)	T.1	0,723	0,662	Valid dan reliabel
	T.2	0,704		
	T.3	0,678		
	T.4	0,770		
	T.5	0,803		
Insentive (X3)	I.1	0,690	0,782	Valid dan reliabel
	I.2	0,745		
	I.3	0,764		
	I.4	0,433		
	I.5	0,628		
Employee Performance (Y)	EP.1	0,707	0,797	Valid dan reliabel
	EP.2	0,837		
	EP.3	0,659		
	EP.4	0,694		
	EP.5	0,694		

Table 4. Multicollinearity test result

Independent variable	Tolerance	VIF	Info
Work Motivation	0,616	1,623	Non-Multikolinearity
Training	0,651	1,535	Non-Multikolinearity
Insentive	0,930	1,076	Non-Multikolinearity

Based on table 5, the tolerance value of the independent variable has a tolerance value of more than 0.10, which means that there is no correlation between the independent variables whose value is more than 95%. Meanwhile, the calculation results of the Variance Inflation Factor (VIF) value also show the same thing. None of the independent variables has a VIF value of more than 10. Thus, it can be concluded that in the regression model, there is no multicollinearity between the independent variables. The next step is to do a heteroscedasticity test using the Glejser test, with the test criteria being that there is no heteroscedasticity problem in the data. If the sig value > 0.05 alpha level or the data has heteroscedasticity problems if the sig value $<$ alpha level of 0.05.

Based on Figure 1, it appears that the data distribution does not form a clear pattern; the data points spread above and below the number 0 on the Y-axis. This indicates that there is no heteroscedasticity in the regression model. Then the third stage is to perform a normality test to determine whether the dependent and independent variables both have a normal distribution or are close to normal in the regression model. If the significant level of Asymp Sig (2-tailed) is more than 0.05, then it can be said that the data is usually distributed.

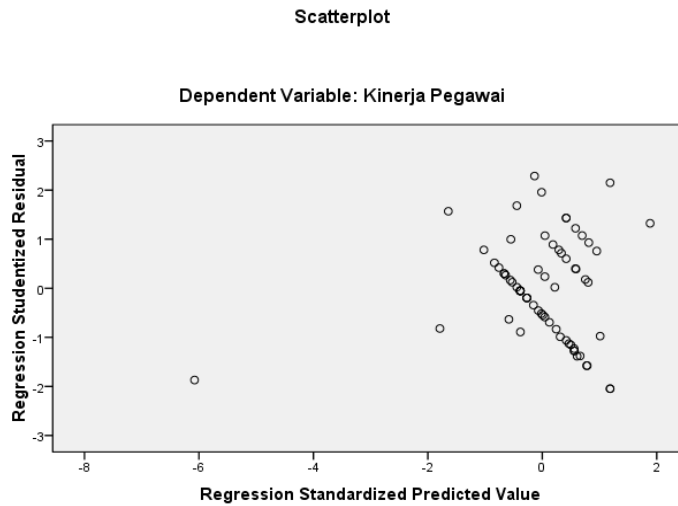


Figure 1. Heteroscedasticity Test Results

Normal P-P Plot of Regression Standardized Residual

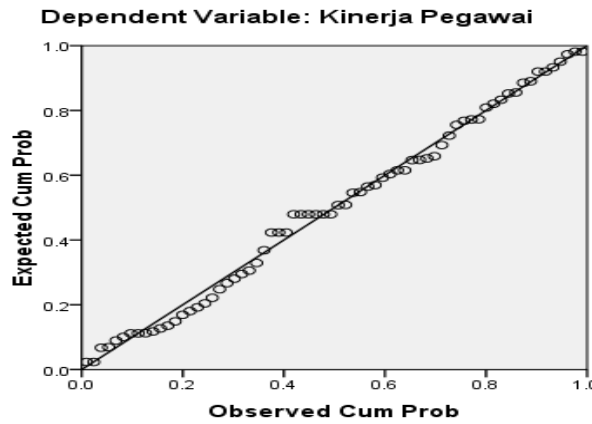


Figure 2. Normality Test Results

Based on Figure 2, the data spread around the diagonal line and follows the direction of the diagonal line. Thus, it can be said that the data is usually distributed. Then the coefficient test looks at the effect of the independent variables (X1, X2, and X3) on the dependent variable (Y). The magnitude of the coefficient of determination (R2) can be seen, where the magnitude of the coefficient of determination (R2) or R-square is = 0.614.

Table 5. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.784 ^a	.614	.596	.24523	.614	33.991	3	64	.000	2.135

Based on table 6 shows that the magnitude of the influence of the independent variables (X1, X2, and X3) on the dependent variable (Y) is 61.4% while the remaining 38.6% is influenced by other

independent variables not observed in this study.

Table 6. Simultaneous Test Results (f)
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.132	3	2.044	33.991	.000 ^a
	Residual	3.849	64	.060		
	Total	9.981	67			

The test results on the simultaneous Anova test or F-test, as shown in table 6, the F-count value is 33,991. The F-count value is compared with the F-table where if F-count > F-table, the independent variables simultaneously have a significant effect on the dependent variable. At level = 0.05 with degrees of freedom in the numerator/df1 (k) = 3 (the number of independent variables) and the degrees of freedom in the denominator/df2 (nk-1) = 65, the F-table value is 2.75. Thus, the F-count value of 33.91 is greater than the F-table value (2.75). The probability value obtained is 0.000. Because the probability is much smaller than the significant value of 0.05, the regression model can predict employee performance. So, the calculation can be interpreted that the variables of motivation, training, and incentives simultaneously have a significant effect on employee performance variables.

The last stage is the partial t-test. To find out the effect of each independent variable (X1, X2, and X3) on the dependent variable (employee performance) partially, it can be done by looking at the standardized beta value, t-count > t-table (2,000) and < 0.05.

Table 8. Partial test (t-test)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.569	.367		1.551	.126
	Work Motivation	.211	.089	.234	2.366	.021
	Training	.174	.082	.204	2.119	.038
	Incentive	.475	.064	.598	7.432	.000

a. Dependent Variable: Kinerja Pegawai

In table 7, the value of the motivation coefficient is (X1 = 0.211), the training coefficient (X2 = 0.174), the incentive coefficient (X3 = 0.475) and the constant value is 0.569, thus the multiple linear regression equation is:

$$Y = 0.569 + 0.211 X_1 + 0.174 X_2 + 0.475 X_3$$

The regression coefficient of motivation (X1) on employee performance (b1) is 0.211 and is positive. This means that interpersonal relationships between employees will tend to improve the employee's performance and vice versa, assuming other factors that affect employee performance are

considered constant. The regression coefficient of training (X2) on employee performance (b2) is 0.174 and positive. This means that any discussion of training methods that become necessary in the work environment will improve the performance of the employee concerned, and vice versa, assuming other factors affecting employee performance are considered constant. Incentive regression coefficient (X3) on employee performance (b3) is 0.475 and is positive. This means that any increase in incentives will tend to increase the performance of the employee concerned and vice versa, assuming other factors that affect employee performance are considered constant.

Discussion

Various views on motivation suggest that an analysis of motivation should be focused on the factors that encourage and direct one's activities towards a particular goal. Therefore, motivation is closely related to how behavior is initiated, reinforced, supported, directed, stopped, and what kind of subjective reactions arise in organizations when all this takes place (Osabiya, 2015). Motivation, as previously stated, is a behavior that encourages a person's enthusiasm to do something to achieve the desired or expected goals. Motivation is essential in encouraging and increasing employee morale to achieve organizational goals. Therefore, policymakers should pay close attention to motivating employees so that the provision of motivation in question can encourage someone to work with high enthusiasm to produce the expected performance. The results showed that work motivation partially positively and significantly affected employee performance variables. If work motivation is improved according to the needs desired by the employee, the employee will encourage himself to carry out his duties properly to produce high performance (Harris, 2014).

Maslow's theory is described that humans have tiered needs, but these needs vary from one another. If examined properly, Maslow's theory inspires those human needs at a higher level that can only be met after the lowest needs are met. In other words, humans are only motivated to fulfill higher-level needs after lower-level needs have been met (Eshun, 2011). On the other hand, it shows that humans generally think more about their basic needs (clothing, shelter, and food), and very few think about the highest needs (self-actualization). This illustrates that humans generally work only to survive, mainly if their abilities and expertise are limited to working for survival through the income they receive (salary/wages). This phenomenon is widespread where employees work solely to fulfill their basic needs so that the results are obtained under the skills they have, including government employees. As a government apparatus and a servant of the state and public servant, the responsibilities assigned must be carried out correctly under the primary duties and functions based on the abilities and skills possessed (Ali & Anwar, 2021). The results of this study illustrate how significant the role of work motivation is in improving employee performance, which is supported by previous research. Empirically giving the right motivation will affect a person's desire to do something the best because humans as social beings want to be appreciated and praised. Praise and appreciation are more oriented to what is done to get something to manifest their achievements (Nugroho et al., 2017).

Based on the calculation results, it was found that the coefficient value of the training variable was positive. The calculation with the t-test showed that it was very significant. Thus, it can be concluded that the training variable has a significant effect on employee performance at the Makassar City Spatial Planning Office. If their training is high, their performance is also high, and vice versa, if

their expectations are low, their performance also tends to be low. Considering the calculations above, it can be stated that the hypothesis which states that training has a significant effect on improving employee performance at the Makassar City Spatial Planning and Building Office is accepted. Many experts provide opinions in line with the results of this study, including training to develop technical skills further so that employees can carry out their work as well as possible. Training is directly related to teaching job assignments (Nolisa & Edalmen, 2021). There is a big trend that the more a company or agency provides training for its employees, the higher their performance. This is under the research that has been carried out by (Omollo & Oloko, 2015). From the opinion of experts, it can be concluded that training is an effort not only to increase knowledge and skills but also to improve the attitude and mentality of employees so that enthusiasm for work can be increased. Briefly, training is defined as an activity effort to improve current and future performance.

The linear regression equation calculation results where the X3 variable is the incentive. It appears that the regression coefficient for the incentive variable is positive, and the value is 0.475. If there is an incentive of 1 unit, the employee's performance will increase by 0.475 units at the Makassar City Spatial Planning and Building Office. Staff will also increase. Vice versa, if incentives are lacking, performance will also tend to decrease. Considering the results of the above calculations, the hypothesis that incentives have a positive effect on employee performance is accepted. Doha (1998:16) states that if everyone is offered a reward that gives a reasonably favorable result, he will be motivated to get it.

A powerful motivational tool is to provide 'incentives.' The provision of incentives, especially material incentives, is intended so that the material needs of employees are met, with the fulfillment of material needs, it is hoped that employees can work better, faster, and under company standards so that the output produced can increase than the input. Ultimately the employee's performance can increase. So, the provision of incentives as a means of motivation can stimulate or encourage employees to have greater enthusiasm for achievement for improving performance. This is supported by (Abdi Mohamud et al., 2017) research that incentives positively and significantly affect employee performance. This means that the higher the incentive received, the more it encourages an employee to do a job that leads to high performance. In other words, to encourage one's work morale and work motivation, the provision of incentives based on work performance is the most appropriate solution (Marjaya & Pasaribu, 2019).

Conclusions

Based on the results of the analysis and discussion, the conclusions of this research have formulated that motivation, training, and incentives simultaneously have a significant effect on the performance of the Makassar City Spatial Planning and Building Office employees. Employee motivation has a positive and significant effect on the performance of the Spatial Planning and Building Office employees. Makassar City and Training have a positive and significant effect on employee performance at the Makassar City Spatial Planning and Building Office. The incentives given to employees positively and significantly affect employee performance. Finally, the Incentive Variable has a dominant effect on the performance of the Makassar City Spatial Planning and Building Office employees.

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