

The Influence of Leadership, Motivation and Incentives on Employee Performance PT. Karya Teknik Utama

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Abstract

This study aims to determine the effect of leadership, motivation, and intensive on employee performance at pt karya teknik utama. The sampling technique in this study is a census, the entire population makes a sample of 72 people. Research instruments interviews and questionnaires. Data analysis using multiple regression tests, t tests, and f tests with spss version 23. The research results are as follows: Leadership has a significant effect on the performance of employees of pt karya teknik utama with a t-count value for the leadership variable of 9.745 greater than the t-table of 1.662 and a significance value of 0.000 less than 0.05. Motivation has an effect and is significant on the performance of employees of pt karya teknik utama with a t-count value for the motivation variable of 3.353 greater than the t-table 1.662 and a significance value of 0.012 less than 0.05. Incentives have no effect and are insignificant to the performance of employees of pt karya teknik utama with a t-count value for incentives of 1.295 smaller than the t-table 1.662 and a significance value of 0.136 greater than 0.05. Leadership, motivation and incentives together have a significant effect on the performance of employees of pt karya teknik utama with an f-count value of 120,116 greater than the f-table of 2,48 and a significance level of 0.000 less than 0.05.

Keywords: leadership, motivation, incentives, and employee performance



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INTRODUCTION

Human resources are managed properly so that the work carried out produces outputs in accordance with the plan, because human resources are key in achieving goals and success (Kusuma & Gazali, 2023). Achieving the goals of the organization requires good performance, the process of carrying out work according to the standards set by the organization and then it becomes a benchmark for those who have good performance (Mokorimban et al., 2023). The leadership of a leader must be able to establish a good personal relationship between the led and the leader, so that mutual respect, mutual trust, mutual assistance and a sense of unity arise (Iriani et al., 2023). A leader must be able to think systematically and orderly, have experience and knowledge and be able to plan what will be done (Marini, 2023). A leadership is an activity to influence people to be directed to achieve organizational goals. The relationship between leadership and performance is highly dependent on the quality of leadership found in the organization concerned (Kusuma & Gazali, 2023).

Employee motivation with a mindset of doing work because it is instructed by superiors and willing to do work if it is continuously monitored or monitored by the leadership while working due to self-awareness or on their own initiative is also still a factor that affects the implementation of daily tasks. Success in influencing work principles depends on how a motivator carries out the motivation itself (Salim & Ernanda, 2023). Increasing work motivation for a person is a management task and obligation (Niroula & Updhaya, 2023). Incentives as a stimulus from the company for all members of the organization to want to work seriously so that organizational goals can be achieved (Steffany & Hikmah, 2023). The distribution of incentives is very low and sometimes not in accordance with the workload and

loyalty of the energy and time given can affect one's performance (Subkhan et al., 2023). Providing incentives is one of the main things that must be considered by the organization. Employee morale can also be caused by the size of the incentives received.

Employees are one of the factors determining the success of goals. This is because employees are the most valuable human resources in a company or organization. Based on the results of observations at PT Karya Teknik Utama, there is a decrease in performance achieved by employees. Then there are employees who feel that their leaders have not been able to build harmonious relationships and are authoritarian and do not accept input from their subordinates. Employee motivation seems to be decreasing because there is no increase in allowances. Incentives at PT Karya Teknik Utama according to employees are inadequate at this time, because employees feel that the distribution of incentives is very low and sometimes not in accordance with work risks. The research gap can be seen from the results of previous research. Research (Amalia et al., 2023) that leadership, motivation, incentives affect employee performance, while research (Kusuma & Gazali, 2023) that leadership, motivation, incentives have no effect on performance.

Theoretical Background

Leadership

Leadership comes from the word pimpin which means directing, fostering or organizing, guiding and also showing or influencing. Leaders have both physical and spiritual responsibility for the success of the work activities of the led. Leadership is the process of directing, influencing, and supervising others to perform tasks in accordance with planned orders (Mokorimban et al., 2023). Whether or not organizational goals are achieved depends, among other things, on the leadership exercised by the leader. Leadership has indicators, leadership indicators according to (Thoha, 2020) are as follows:

1. Directive leadership. Subordinates know exactly what is expected of them and specific direction by the leader towards their subordinates.
2. Supportive leadership. Leaders who have genuine humanitarian concern for their subordinates.
3. Participative leadership. Leaders try to solicit and use suggestions from their subordinates.
4. Result-oriented leader. Leaders who set goals that challenge their employees to work.

Motivation

Motivation is an effort to encourage a person's work spirit, so that he wants to work by giving optimally his abilities and expertise in order to achieve organizational goals, and a person's behavior is influenced and stimulated by desires, fulfillment of needs and goals and satisfaction (Niroula & Updhaya, 2023). Motivation is a term used in indicating a need, need and drive (Salim & Ernanda, 2023). Motivation is a series of values and attitudes to influence a person in achieving a more specific thing (Rivai, 2020). Indicators of motivation according to (Rivai, 2020) are as follows:

1. Work in a sense of security. Companies need to provide a sense of security to their employees, measurable work safety and protection of employees.
2. Competitive salary. The company needs to provide appropriate and fair salary payments to each employee.
3. Comfortable environment. The work area or work environment must be made as comfortable as possible by the company so that employees can be more enthusiastic.
4. Appreciated work achievements. Every employee certainly has the opportunity to get his rights if he achieves an achievement in his work.

Incentive

Incentives are additional rewards given to certain employees whose productivity is above standard productivity (Subkhan et al., 2023). Incentives are additional rewards given to certain employees whose productivity is above standard productivity (Marini, 2023). Incentives are monetary rewards given to those who can work beyond predetermined standards (Steffany & Hikmah, 2023). According to (Subkhan et al., 2023) the indicators of incentives are as follows: (1) Education, (2) Experience, (3) Dependents, (4) Ability.

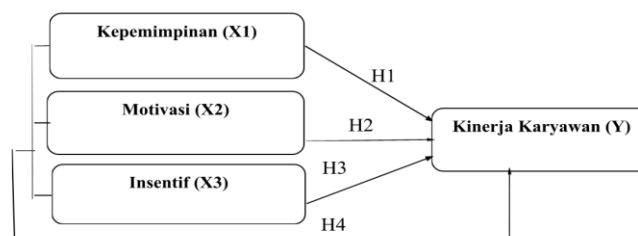
Performance

Performance is how people are expected to function and behave in accordance with the tasks that have been assigned to them. Good performance is one of the organization's goals in achieving high work productivity. Achieving good performance is inseparable from the quality of good human resources as well (Amelia, 2020). Performance is the process of people's behavior in doing work that produces a thought or product in achieving the goals he is working on (Kusuma & Gazali, 2023). Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Amalia et al., 2023). Employee performance is the result of the quality and quantity of work performed by an employee in carrying out their duties following the responsibilities assigned to them (Mokorimban et al., 2023). According to (Amalia et al., 2023) that employee performance indicators are as follows:

1. Amount of work. This dimension shows the amount of work produced by an individual or group as a requirement that becomes a job standard.
2. Quantity of work. Every employee in the company must meet certain requirements to be able to produce work according to the quality demanded by a particular job.
3. Timeliness. Each job has different characteristics, for certain types of work must be completed on time, because it has a dependency on other jobs.
4. Attendance. A certain type of work requires the presence of employees in doing it according to the specified time.
5. Ability to cooperate. Not all work can be completed by one employee alone, but more than one employee.

Conceptual Research

The framework is a conceptual model of how theory relates to various factors that have been identified as important problems (Sugiyono, 2018) The variables observed in this study include leadership, motivation and incentives affecting the performance of employees of PT Karya Teknik Utama.



Sumber: Dikembangkan untuk penelitian, 2023

Picture 1. Conceptual Research

RESEARCH METHODS

The type of research in this study is causality research, namely research that is structured to examine the possibility of a causal relationship between variables (Sanusi, 2020). This

research method uses a causal model survey method. To obtain the data needed in this study, researchers distributed questionnaires to respondents. This study uses inferential statistics, which are statistical techniques used to analyze sample data and the results are applied to the population. The location of this research is at PT Karya Teknik Utama. This research was conducted with the Census Technique which is the entire population sampled, where the population in this study were employees at PT Karya Teknik Utama as many as 72 people. This study consists of 3 independent variables, namely Leadership (X1), Motivation (X2), Incentives (X3) and 1 dependent variable, namely employee performance (Y). The instruments used in this research are observation, interview, and questionnaire. The data analysis technique uses validity and reliability tests then before testing the hypothesis, it will first test for deviations from classical assumptions. In classical assumptions there are several tests that must be carried out, namely Normality Test, Multicollinearity Test and Heterosdasticity Test using SPSS version 23. Then do hypothesis testing using the t test, F test, and analysis of the coefficient of determination (R²), explained as follows:

T test (Partial test)

According to (Ghozali, 2020), the t statistical test basically shows how far the influence of one independent variable individually in explaining the dependent variable. To test the significance of the author using the correlation significance test formula as follows:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

Description:

t = t distribution

r = correlation coefficient

n = number of research respondents

Hypothesis formulation as follows:

H₀ = there is no significant influence

H_a = there is a significant influence

After obtaining the t value through the above formula, the following conditions apply to interpret the results:

1. If t-count > t-table then H₀ is rejected and H_a is accepted, meaning that there is an effect and significance between the independent variable and the dependent variable.
2. If t-count < t-table then H₀ is accepted and H_a is rejected, meaning that there is no effect and significance between the independent variable and the dependent variable.

F Test (Simultaneous)

According to (Ghozali, 2020) the F statistical test basically shows jointly on the dependent variable. Whether all the independent variables included in the model have a joint (simultaneous) influence on changes in the value of the dependent variable, is done through testing the amount of change in the value of the dependent variable which can be explained by changes in the value of all independent variables, for this reason it is necessary to do the F test. The F or ANOVA test is carried out by comparing the significance level set for the study with the probability value of the research results.

$$F = \frac{R^2(n-K-1)}{K(1-R^2)}$$

Notes:

F = f-count which is then compared to the f-table

R² = Multiple correlation coefficient

K = Number of independent variables

n = Number of research samples

Hypothesis formulation as follows:

H₀ = there is no significant effect simultaneously

H_a = there is a significant effect simultaneously

To interpret the results of the significance test calculation, the following criteria are used:

1. If $\text{Sig} < \alpha$ then H₀ is rejected and H_a is accepted, meaning that there is a simultaneous and significant effect between the independent variable and the dependent variable
2. If $\text{Sig} > \alpha$ then H₀ is accepted and H_a is rejected, meaning that there is a simultaneous and significant effect between the independent variables on the dependent variable.

Coefficient of Determination (R²) Analysis

According to (Ghozali, 2020) the coefficient of determination essentially measures how far the model's ability to explain the variation in the dependent variable. The coefficient of determination is between zero and one. A small value means that the ability of the independent variable to explain the variation in the dependent variable is very limited. A value close to one independent variable provides almost all the information needed to predict the variation in the dependent variable. The size of the number determines the strength or weakness of the variable relationship, the criteria are as follows:

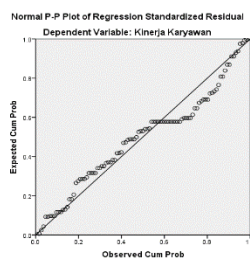
- a. 0 - 0.25: low correlation
- b. 0.26 - 0.50: moderate correlation
- c. 0.51 - 0.75: strong correlation
- d. 0.76 - 1.00: very strong correlation

RESEARCH RESULTS AND DISCUSSION

To obtain data in this test, a questionnaire was distributed to 72 respondents. The questionnaire was distributed to employees of PT Karya Teknik Utama. PT Karya Teknik Utama is a pure national private company established in Batam on March 19, 2001 in accordance with the company's deed of establishment No. 1 of 2001 from the notary office of Hatma Wigati, SH. The business field of this company is the shipbuilding industry of various sizes and various types such as barges, Tug Boats, Crane Barge, CPO barges, tankers, LCT ships, cement transport ships and others. Researchers used a questionnaire as an instrument, where the questionnaire was to see the variables to be analyzed using a Likert scale which before being distributed to respondents was first tested for validity and reliability of each variable. After being analyzed with SPSS version 25, all variables were declared "Valid". In addition to the validity test, for data quality testing it is also necessary to test the reliability of the data. The reliability test was carried out using the Cronbach Alpha analysis technique.

Normality Test

In this study, a normality test was carried out to determine whether the data was normally distributed or not. This normality test is carried out with a statistical tool, namely SPSS software. In Figure 2, the P-P Plot normality graph shows that the points spread around the diagonal line and the distribution follows the direction of the diagonal line. This graph concludes that the regression capital line fulfills the assumption of normality



Picture 2. Graph Normalitas (*P-P Plot*)
Source: Primary data processed, 2023.

Multicollinearity test

Multicollinearity testing is done to ensure that there is no correlation between the independent variables. Symptoms of multicollinearity can be known through a test that can detect whether the equation formed occurs multicollinearity. To detect symptoms of multicollinearity is the variable inflation factor (VIF).

Table 1. Multicollinearity test result

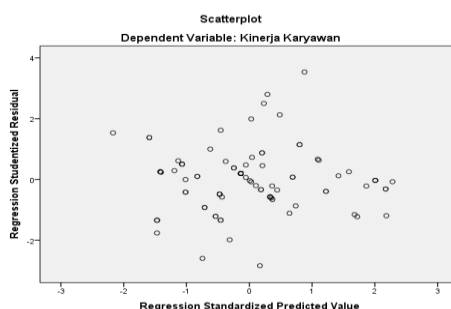
		Collinearity Statistics	
		<i>Tolerance</i>	<i>VIF</i>
1	Leadership	.252	3.975
	Motivation	.120	8.326
	Insentive	.163	6.148

Source: Primary data processed, 2023.

The table above shows that the VIF value for each independent variable is less than 10. The VIF value of the leadership variable is 3.975, the motivation variable is 8.326, the incentive variable is 6.148. The tolerance value for each independent variable is greater than 0.10, the leadership variable is 0.252, the motivation variable is 0.120, the incentive variable is 0.163. So that in this study it can be concluded that there is no multicollinearity between the independent variables.

Heteroscedasticity test

The heteroscedasticity test is used to determine whether the regression model has an equal variance or not. Good data is data that is free from symptoms of heteroscedasticity, in detecting heteroscedasticity you can see a graph. If the graph shows that it does not form a pattern and the dots spread above and below the number 0, then this is called no heteroscedasticity symptoms. The following are the results of the heteroscedasticity test that the researchers present. In Figure 3, the Partial Regression Plot graph shows that the dots on the scatter plot spread and do not form a pattern and the distribution is above and below the number 0, this indicates that the model is normally distributed.



Picture 3. Graph *Partial Regression Plot*
Source: Primary data processed, 2023.

Multiple Regression Analysis

The multiple linear regression equation in this study can be seen in the following table:

Table 2. Multiple Regression Analysis

Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	18.356	1.353	
	Leadership	.245	.036	.436
	Motivation	.246	.036	.257
	Insentive	.467	.076	.049
a. Dependent Variable: Employee Performance				

Source: Primary data processed, 2023.

Based on the results of data processing in the table above, the regression equation can be obtained as follows. $Y = 18.356 + 0.245X_1 + 0.246X_2 + 0.467X_3 + e$

This means:

1. This shows that if leadership, motivation, incentives are zero, then employee performance has a value of 18,060.
2. The leadership variable has a regression coefficient value of 0.245, this means that if the other independent variables are fixed or unchanged, then every 1 point or 1% increase in the leadership variable will increase employee performance by 0.771. The leadership coefficient is positive, meaning that the more the leadership value increases, the more it can improve employee performance.
3. The motivation variable has a regression coefficient value of 0.246, this means that if the other independent variables are constant or unchanged, then every 1 point or 1% increase in the motivation variable will increase employee performance by 0.246. The motivation coefficient is positive, meaning that the more the value of motivation increases, the more it can improve employee performance.
4. The incentive variable has a regression coefficient value of 0.467, this means that if the other independent variables are fixed or unchanged, then every 1 point or 1% increase in the incentive variable will increase employee performance by 0.467. The incentive coefficient is positive, meaning that the more the incentive value increases, the more it can improve employee performance.

T test (Partial)

Partial tests are used to determine the effect of independent variables partially affecting the dependent variable. Hypothesis testing is done by comparing the t-count value with the t-table at a significance level of 0.05%. In this study, the t-table value is 1.662, while the decision criteria are as follows:

1. If $t\text{-count} > t\text{-table}$, then H_0 is rejected or H_a is accepted
2. If $t\text{-count} < t\text{-table}$, then H_0 is accepted or H_a is rejected.

Data processing carried out using a sample of 72 people has the following results.

Table 3. T Test Result

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	18.356	1.353		10.532
	Leadership	.245	.036	.436	9.745
Sig.					
.000					
.000					

	Motivation	.246	.036	.257	3.353	.012
	Insentve	.467	.076	.049	1.295	.136
a. Dependent Variable: Employee Performance						

Source: Primary data processed, 2023.

Based on the table above, it can be seen as follows:

1. The t-count value for the leadership variable is $9.745 > 1.662$ t-table and sig value $0.000 < 0.05$. Based on the results obtained, H_0 is rejected and H_1 is accepted for the leadership variable, thus the leadership variable partially has a significant effect on the performance of employees of PT Karya Teknik Utama.
2. The t-count value for the motivation variable is $3.353 > 1.662$ t-table and sig value $0.012 < 0.05$. Based on the results obtained, H_0 is rejected and H_2 is accepted for the motivation variable, thus partially the motivation variable has a significant effect on the performance of employees of PT Karya Teknik Utama.
3. The t-count value for the incentive variable is $1.295 < 1.662$ t-table and sig value $0.136 > 0.05$. Based on the results obtained, H_0 is accepted and H_3 is rejected for the incentive variable, thus partially the incentive variable has no significant effect on the performance of employees of PT Karya Teknik Utama.

F Test (Simultaneous)

Simultaneous test is used to determine the effect of independent variables simultaneously affecting the dependent variable. Hypothesis testing is done by comparing the F-count value with the F-table at a significance level of 0.05%. In this study, the f-table value is 2.48, while the decision criteria are as follows:

1. If $F\text{-count} > F\text{-table}$, then H_0 is rejected or H_a is accepted
2. If $F\text{-count} < F\text{-table}$, then H_0 is accepted or H_a is rejected

Table 4. F Test Result

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4868.164	3	1217.041	120.116	.000 ^b
	Residual	250.304	68	2.877		
	Total	5118.467	71			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Incentive, leadership, motivation						

Source: Primary data processed, 2023.

Based on table above, it can be seen that the F-count value is $120,116 > 2.48$ f-table and the significance value is $0.000 < 0.05$, so the decision taken is H_0 rejected and H_4 accepted. The acceptance of this hypothesis can be concluded that leadership, motivation, and incentives simultaneously have a significant effect on the performance of employees of PT Karya Teknik Utama.

Determinacy Analysis (R²)

This analysis is used in conjunction to determine the amount or percentage of the contribution of the influence of the independent variables in the regression model to influence the dependent variable.

Table 5. Determinacy Analysis result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.975 ^a	.951	.949	1.69619
a. Predictors: (Constant), Incentive, leadership, motivation				
b. Dependent Variable: employee performance				

Source: Primary data processed, 2023.

In the table above, the determination value (R^2) obtained is 0.94.9, this means that the percentage contribution of leadership, motivation and incentive variables in the regression model is 94.9% and the relationship that occurs is very strong, while the remaining 5.1% is explained by variables not examined in this study. Based on the results of the above analysis, it can be concluded that leadership, motivation and incentives together are able to make a large or very strong contribution to the performance of employees of PT Karya Teknik Utama.

Disucussion

The Effect of Leadership on Employee Performance.

The results of this study obtained a t-count value for the leadership variable of 9.745 greater than the t-table of 1.662 and a significance value of 0.000 less than 0.05. Based on the results obtained, H_0 is rejected and H_1 is accepted for the leadership variable, thus partially the leadership variable has a positive and significant effect on the performance of employees of PT Karya Teknik Utama. This is because employees feel that leaders provide alternative solutions when there are problems. Leaders always provide encouragement to employees and always participate to achieve a goal. The conclusion is that the better the leadership of a leader can improve good performance. This research is in line with research (Mokorimban et al., 2023)(Nasib, 2020)(Ahmad Rivai, 2020)(Martin, 2017).

The Effect of Motivation on Employee Performance.

The results of this study obtained a t-count value for the motivation variable of 3.353 greater than the t-table of 1.662 and a significance value of 0.012 less than 0.05. Based on the results obtained, H_0 is rejected and H_2 is accepted for the motivation variable, thus partially the motivation variable has a positive and significant effect on the performance of employees of PT Karya Teknik Utama. This is because employees feel that they get a fair salary, pay their employees' salaries according to applicable regulations and employees get awards for their work achievements so that employee motivation improves. The conclusion is that the more employee motivation increases, it will encourage better performance. This research is in line with research (Amalia et al., 2023)(Kuswati, 2020)(TurahRaharjo, 2020) in addition, according to (Amelia, 2020)research states that motivation affects the performance of lecturers at LP3M.

The Effect of Incentives on Employee Performance

The results of this study obtained a t-count value for the incentive variable of 1.295 less than the t-table of 1.662 and a significance value of 0.136 greater than 0.05. Based on the results obtained, H_0 is accepted and H_3 is rejected for the incentive variable, thus partially the incentive variable has no effect and is not significant on the performance of employees of PT Karya Teknik Utama. This is because for employees the experience is not just necessarily about the bonuses that will be given to employees. Indirect incentives will certainly be able to later improve employee performance. This research is in line with research (Subkhan et al., 2023).

The Effect of Leadership, Motivation and Incentives Simultaneously Affects Employee Performance

The results of this study obtained that the f-count value of 120,116 is greater than the f-table of 2,48 and the significance level of 0.000 is smaller than 0.05. Based on the results

obtained, H0 is rejected and H4 is accepted, thus the education variable, leadership variable, motivation and incentives simultaneously have a positive effect on the performance of employees of PT Karya Teknik Utama. This is because when combined into one between the role of a leader, the motivation to work from employees and the incentives given to employees makes an increase in employee performance. This research is in line with research (Mokorimban et al., 2023).

CONCLUSION

Based on the results and discussion above, it can be concluded as follows: Leadership has a significant effect on the performance of employees of PT Karya Teknik Utama with a t-count value for the leadership variable of 9.745 greater than the t-table of 1.662 and a significance value of 0.000 less than 0.05. Motivation has an effect and is significant on the performance of employees of PT Karya Teknik Utama with a t-count value for the motivation variable of 3.353 greater than the t-table 1.662 and a significance value of 0.012 smaller than 0.05. Incentives have no effect and are not significant on the performance of employees of PT Karya Teknik Utama with a t-count value for incentives of 1.295 smaller than the t-table 1.662 and a significance value of 0.136 greater than 0.05. Leadership, motivation and incentives together have a significant effect on the performance of employees of PT Karya Teknik Utama with an f-count value of 120,116 greater than the f-table 2,48 and a significance level of 0.000 less than 0.05.

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