

Effectiveness of Incentive Provision Based on Partner Performance, Achievement, and Personnel Loyalty

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ABSTRACT

In improving employee performance, it is necessary to pay attention to these factors and pay attention to the needs of employees, among others by providing incentives. This study aims to determine and analyze how effective the application of incentives is related to performance, achievement and employee loyalty. The method used in this study uses a qualitative approach based on phenomenology. The results of this study are based on quantitative data calculations and nominally from the company it is categorized as appropriate, but technically there are still many discrepancies found such as excessive workload, irrational targets. This causes the performance, achievement and loyalty of employees to decrease so that it has an impact on the incentives received by employees.

Keywords: Incentives, Effectiveness, Performance, Achievement, Compensation

INTRODUCTION

Improving human resources is an activity carried out jointly with employees and managers with the aim of seeking added value so that the company can face more competitive challenges. Not only that, the role of the workforce in a company is very important because the workforce is the main driver for the smooth running of the company's business and performance because it is one of the company's important assets that must be maintained and guarded with the aim of fulfilling their needs and desires (Dewi, et al., 2021).

According to (Anthonie, et, al., 2021) work performance is something that is achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and on time. This work performance is a combination of three important factors, namely the ability and interest of a worker, the ability and acceptance of the explanation of task delegation, as well as the role and level of motivation of a worker.

Many factors drive an increase in employee performance. Other things include the size of the salary, education and training, discipline, work environment and climate,

technology, management, and opportunities for achievement. In this case, including improving employee performance, attention is needed to the factors that influence and also pay attention to the needs of employees, including by providing incentives (Puspasar & Satrya, 2019).

According to (Iskandar, 2020), states that the notion of incentives is "Stimuli offered to employees to carry out suitable work or higher than the standards that have been set. Intensive Giving to employees is an effort to maintain employees so they can work better and optimally. Incentives are also said to be rewards for achievement, the higher the performance of employees, the company should give more reward to his employees.

It can be seen from the phenomena that occur, among others, seen from low motivation employee to excel, which some have pointed out employees who work only when there are assignments from the leadership or only do the main job in each part, they do not independently or creatively complete the work properly and quickly, there are still employees who are lazy during working hours, and lack of employee concern for tasks - tasks assigned so that employees do not enjoy the work they have (Hariyanti & Giantari, 2019). This phenomenon shows that the attitude of employees must still be directed to be able to improve their work productivity so that there is an increase in work performance.

One form of the problem that occurs in TL (Team Leader QA) explains that there is a workload that cannot be completed at one time so it takes more time outside working hours.

Related to incentives, this problem is related to work loyalty to the company especially when working time is needed effort more work so that everything can be completed properly, this should be included in the category of overtime incentives due to the unavoidable workload of each Team Leader itself, even so there has been no more discussion with superiors regarding the issue of providing overtime incentives for employees Team Leader which they should get due to the extra work time they dedicate to the company (Handayani, 2020).

This problem also has an impact on the administration section, which is where the admin team has to do the last report on the operational side regarding the findings report that became a daily job, until they do a daily report to the operational team outside of hours work agreed to 9 hours of work. This can also be related to overtime incentives

which have an effect on employee loyalty due to the main job admin which must be completed on the same day so that there is a perception that this problem must be discussed with the company regarding the provision of overtime incentives to the Admin Team (Hastady & Wahyuni, 2021).

Efforts to improve employee performance at the company are the hope of every company, including PT. Outsourcing Personnel. The incentives provided by the company to employees are in the form of: reward and punishment, This is given to employees who are loyal, dedicated and have integrity towards work, but some employees have not maximized their work, for example, such as evaluating employees (agent) which has not been

THEORETICAL BASIS

Human Resource Management

According to (Selywati, et, al., 2023) human resources are employees who ready, capable, and alert in achieving organizational goals and is a resource that plays an active role in the running of an organization and the decision-making process.

According to (Anifah & Foeh, 2022) human resource management (MSDM) is an activity or management system that organizes and manages ready, willing, and capable human resources to make a good contribution and cooperate effectively for achieving both individual and organizational goals.

Compensation

Compensation is all rewards received by employees for their work in the organization. Compensation can be physical or non-physical and must be calculated and given to employees according to the sacrifices they have made to the organization/company where they work (Thanan & Kalangi, 2021).

Good compensation will have several positive effects on the organization/company as follows below:

1. Get good quality employees
2. Stimulating workers to work harder and achieve brilliant achievements
3. Attract qualified job applicants from existing job vacancies
4. Easy implementation in administration and legal aspects
5. Have an advantage over competitors / competitors

The type of compensation determined by the company is in the form of gifts bonus. Giving bonuses to employees is intended for increased productivity work and employee morale. Understanding bonus according to (Satriawan & Fuadati, 2019) is "Payment at once which awarded for meeting performance objectives

Incentives

Providing incentives is one of the company's ways or efforts to increase quality personnel work or their employees. Incentives Giving by The company is an effort to meet the needs of personnel or employees. According to (Astuti, et, al., 2022) incentives are something that stimulates interest in work. Good companies implement incentives because the company's performance and productivity will increase, so that employees can work optimally.

Employees who have good achievements naturally get good and positive incentives. Positive incentives are incentives given by the company to employees by giving gifts, both material and non-material. Meanwhile, employees who are underachieved or work not in accordance with company expectations can be given negative incentives. Negative incentives are an incentive style by threatening to punish employees whose work performance is below standard performance.

Providing incentives provided by the company to employees can motivate activities in the production process. The purpose of implementing incentives within the company, especially in the production section, is to increase the yield of its products. The main function of incentives is to give responsibility and encouragement to employees. Incentives guarantee that employees will direct their efforts to achieve organizational goals. The main objective of providing incentives is to increase work productivity for individuals and groups (Ardian, 2019).

Performance

A dynamic company will always increase its productivity through consistency produces the best performance as well as retaining things that become the competitive advantage of the company. Performance is performance or performance and can also be interpreted as work performance or implementation of work or results of work. According to (Gunawan, 2021), performance measurement instruments is a tool used in measuring the individual performance of an employee.

Performance appraisal is widely used for manage wages and salaries, provide

performance feedback and identify strengths and individual employee weaknesses. Part big assessment is no consistently oriented only in the short term, subjective and useful only for identify employees who work very well or very bad, performance appraisals are done badly will bring results which is disappointing for all related parties, but without performance appraisal formal will limit the employer's choice related to discipline and dismissal (Rahmawati, et, al., 2022).

METHOD

Researchers chose a qualitative method because this method has emphasis on the natural environment, induction, flexibility, direct experience, depth, catch meaning, whole, active participation of participants and interpretation.

This study will use qualitative research methods with a phenomenological approach. The use of this method is based on the reason that the focus in this study is the application of incentives to employees which has an impact on workload, achievement and employee loyalty. Meanwhile, the phenomenological approach itself aims to describe the meaning of the life experiences experienced by several individuals, regarding certain concepts or phenomena, by exploring the structure of human consciousness.

Types and Research Approaches the type of research that will be used is descriptive research type. Descriptive research is the type of research intended to make a detailed description systematic, factual and accurate, regarding the facts and characteristics of the population. While the types of methods in descriptive research, generally using three methods, namely the phenomenological method, survey method and experimental method.

RESULT

Incentives Can Improve Work Performance

The results of the proposition explain that "Implementation of incentives that happened at PT. Bank ACDC is stated to be suitable and felt to be available to improve employee performance, but reviewed from several aspects of the sources are still found to be inconsistent in its application.

For giving incentives that take place at PT. ACDC Bank especially in this QA maybe more intended on performance incentives which use the management by objective

method which is intended for every employee to have a sense of belonging so that they can both create good performance in achieving company targets, for the types of incentives that are included in its application such as annual bonuses, incentives achievements and others that have been running so far are considered appropriate and can be said to improve employee performance. For the flow of incentives itself, namely from the PT. ACDC bank Which given to KAUR QA to carry out QA operations which will later become a reference for evaluating employee performance so that they can obtain these incentive points, policies and provisions for providing incentives that have been made by PT. Bank ACDC has been sounding out PT. Outsourced Personnel as partners of PT. ACDC bank to be conveyed to employees who will later be used as parameters for evaluating employee performance results so that employees have a shared spirit in achieving the targets expected by the company and the company can provide appreciation in the form of incentives that have been designed since the beginning of the formation of related divisions.

Incentives Can Increase Work Loyalty

The results of proposition (b) explain that "Implementation of incentives can increase work loyalty at PT. Bank ACDC Quality Assurance division declared appropriate and felt to increase employee loyalty to the company, but the aspect of giving incentives is not a parameter of the main technical aspects that run in Quality Assurance operations".

In this case, it may be in the internal Quality Assurance calibration activities always given the opportunity to give their aspirations, but still many feel embarrassed, awkward and even tend to be afraid in conveying it, especially the reviewers so that the meaning and meaning are not conveyed the objectives that should be conveyed, the reviewer can only convey complaints in terms of their work and income through the Team Leader which aims to ask for help to be conveyed to superiors they are supervisors and operational managers, but the facts are point-point that complaint be delivered only be heard and responded to just then then not conveyed to the company's internal parties or submitted but filtering the arguments is done first so that not optimal in its delivery which has an impact on misunderstanding and even worse there were several complaints submitted to the supervisor and operational manager, after being followed up again by the Team Leader the complaint was informed that it had been submitted, but during

calibration in fact, the company's internal parties (KAUR & ASO) stated that no know this and tend not to be informed by anyone about this condition, and the Admin Team itself is not included in calibration held internal Quality Assurance with no reason relation to the calibration activity, which is in fact deep discussion The calibration is related to the job desk of all Quality activities Assurance ”.

Incentives Can Improve Employee Performance

Application of incentives can improve employee performance at PT. ACDC bank the Quality Assurance division, this agreed with several relevant sources. Provision of overtime incentives indeed the flow must be appropriate and not it is permissible to skip the level, but if it is from an internal party requesting the submission data, employees may provide submission data the overtime incentive. Employees are asked to be more cooperative in each work activities in Quality Assurance and therefore to monitor things it is necessary to have a final verification from the partner, namely from the party operational manager beforehand so no complain from the side internal company to partners and also internal company parties allow internal parties to propose overtime for their employees what is felt is that the workload in terms of data is indeed somewhat over and has been ascertained we will provide more schedules and incentives related to internal requests for the company”.

Factors that inhibit employee performance and an effective Incentive Strategy to improve performance

Factors that inhibit employee performance and an effective Incentive Strategy to improve performance at PT. Bank ACDC Quality Assurance division, the current system is considered to be running well, but technically some parts are still not optimal and have several obstacles.

The system that has been running so far is the evaluation system, which has been implemented similar to the provisions that have been made since the beginning of Quality Assurance Formed. The procedures carried out are performance incentives, which is an incentive with a category in which it has several factors, such as accuracy, timeliness, time discipline, and others. In other words, this evaluation system is carried out with the aim of making provisions which were originally made to be more flexible with the existing technical so the employees who run it can provide aspirations and new ideas which can build and develop the company along with the provisions which happens

especially in the field incentive. which strategy is currently used as in my start day earlier, namely management by objective so that the company can also see the development of employees from all forms of aspects so that the company can provide rewards that are not only financial form, it is intended solely for developing employee performance potential.

CONCLUSION

Work performance, application of incentives to divisional employees Quality Assurance based on calculations Quantitative and nominal data from the company are categorized as appropriate, but technically there are still many to be found discrepancy such as the workload that overload and targets that are not rational ones impact on deceased employee performance and influence received incentives.

Work loyalty, incentive factors are closely related to employee work loyalty to the company, the internal PT. ACDC Bank division Quality Assurance in the application of incentives intended for employees to have sense of belonging on every job they accept, incentives monetary non-monetary is a form of employee motivation encouragement in order to Work maximum and can quickly learn, observe as well as analyzing an action that is nothing but to achieve something that employees want.

Incentives become a driving tool or as motivation so that employees can be more productive and better than the previous performance, but all the implementation should be too noticed, in fact the internal parties of PT. Bank ACDC division Quality Assurance counting numbers workload work every employee based on quantitative data but not technically so that the weaknesses that occur are based on workload namely Time management.

Based on SWOT analysis and IFAS and EFAS matrices, strategic positioning the application of incentives is included in quadrant II -Diversification strategy, The strategy that can be done in this case is PT. Outsourcing Personnel on division Quality Assurance at PT. ACDC Bank can find targets in the form of a classification, from the previously not applied ones aimed to increase the probability of employees achieving the target so that it has a positive impact on employee performance in achieving its goals.

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