

Effect Of Incentives, Career Development and Employment Conflict on Employee Achievement at PT Plasindo Works

¹Kristina Tantri, ²Jerry Febriant, ³Stif Wie Son, ^{4*}Fajar Rezeki Ananda Lubis

Prima Indonesia University, Medan, Indonesia

Email : 1kristinatantri8@gmail.com, 2jerryfebriant0202@gmail.com,
3wieson26@yahoo.com, 4*fajarrezekianandalubis@unprimdn.ac.id

(Received: June 2022; Reviewed: June 2022; Accepted: July 2022;
Available online: September 2022; Published: September 2022)

ABSTRACT

The purpose of this study was to determine and analyze the effect of incentives, career development and work conflict on employee performance at PT. Karya Plasindo so that the company can improve and improve the work performance of its employees. The research methodology used is explanatory research. The total population is 141 employees while the sample obtained by the Slovin formula is 105 people. The data processing technique uses multiple linear regression analysis. The results of this test show that either partially or simultaneously incentives, career development and work conflict have a positive and significant impact on employee performance at PT. Plasindo's work. The magnitude of the influence of the selected variable is 40.4% where the rest is influenced by other factors.

Keywords: Incentives, Career Development, Work Conflict and Job Performance

INTRODUCTION

The company's business continuity cannot be separated from the role of employees in making it happen. The role of employees for a company in the form of their involvement in a plan, system, process and goals to be achieved by the company. The extent to which a company can survive and exist is strongly influenced by the role of its employees. Therefore, to achieve the company's business success, it is necessary to have a workforce or employees who have good work performance.

Achievement is the results of work functions / activities of employees in an organization which is influenced by various factors to achieve organizational goals within a certain period of time. Employee performance is important as a tool to increase the company's success in running a business. The more employee performance increases, the faster the company achieves success in running a business and vice versa. Employee performance can be improved if employees are given appropriate incentives, targeted career development and minimize work conflicts.

Incentives are often used by companies as a strategy to motivate employees to have good work performance. In simple terms, incentives function as an important stimulus for improving employee performance. Without good incentives, it is difficult for employees to provide optimal performance for the company.

Career development is a process of increasing employee's work ability in order to achieve career development goals and career appointments that are expected by each employee to achieve the desired career. Career development is the company's responsibility to prepare employees with certain qualifications and experience so that when needed, the company has employees with certain qualifications. Employees just need to work as well as possible, follow all the guidance given by the company, and wait for the promotion opportunities offered by the company. Career development can be done by providing job training to employees. If career development can be carried out properly, employees can work better and optimally so that their achievements can increase.

Conflict in every organization is something that cannot be avoided. This happens because on the one hand the people involved in the organization have different characters, goals, visions, and styles. The same applies to the companies studied.

PT. Karya Plasindo daily produces various types of plastic bags. In its operations, this company is experiencing problems with employee performance which can be seen in the decrease in income and the percentage difference in achieving targets. The following is presented data on the income report of PT. Plasindo's work from July 2020 to December 2020

Tabel 1. Sales Report in 2019

Month	Sales Target (Rp.)	Sales Realization (Rp.)	Percentage (%)
July	3.250.000.000	3.192.348.324	98%
August	3.250.000.000	3.183.262.530	97%
September	3.250.000.000	3.103.274.390	95%
October	3.250.000.000	3.093.484.510	95%
November	3.250.000.000	2.983.091.000	92%
December	3.250.000.000	2.883.384.590	89%

Source : PT. Karya Plasindo Medan (2021)

From table I.1 we can see that there was a decline in sales from July 2020 to December 2020 which indicates that employee work performance is starting to decline. The highest realization of income that can be achieved is in July of Rp. 3,192,348,324, - while the lowest income that can be achieved is in December of Rp. 2,883,384,590, -. This decrease was also due to distance restrictions, which forced the company to divide the number of employees so that the production of plastic bags was not maximized.

Giving incentives to PT. Karya Plasindo Medan experienced several problems, namely the decrease in the amount of craft money incentives from the previous year due to declining sales in 2020 so the company had to take this path. However, for employees, this reduction in incentives, even employees who work overtime are no longer given overtime incentives because the reduced number of employees causes a decline in employee performance.

In the career development factor, employees rarely get promotions even though they have worked for a long time in the company so that employees feel that their service is not appreciated by the company. This is because some

employees approach the leadership so that they will have greater opportunities to advance in their careers or positions. Therefore, employees feel that their careers in this company do not have bright prospects and it is difficult to get promotions. This causes employees to be bored at work, not enthusiastic, and not working well so that their performance decreases. Some employees look more prominent because these employees often actively ask or ask their leaders for routine work, so this can trigger recommendations from the leadership for the HR department. The emergence of conflicts among employees can be caused by competition between sales who take other sales orders due to competition for incentives, the accounts receivable department does not inform the sales customer receivables data that has exceeded the limit so that sales get angry by the leadership and sales violate the accounts receivable section resulting in a conflict, the warehouse department did not issue the number of goods ordered by the sales department because the warehouse department was not careful enough to cause the stock to decrease and eventually there was a conflict between the sales department and the stock department.

With the various problems that exist, it makes researchers interested in conducting research with the theme: **"The Influence of Incentives, Career Development and Work Conflicts on Employee Work Performance at PT. Plasindo's work"**.

LITERATURE REVIEW

1. Influence of Incentives on Employee Performance

According to Priansa (2014: 336) incentives are elements or remuneration provided on an irregular or variable basis depending on employee performance. Incentives are one of the important motivators that can stimulate employees to work more optimally. Through incentives, it is expected that employees will be able to participate higher in carrying out organizational tasks. Wibowo (2016: 302), basically, every employee who has given his best performance expects rewards in addition to salary and wages in addition to incentives for the achievements he has given. Thus, if the organization can provide it, it will increase motivation, participation and build mutual understanding and mutual trust between workers and superiors.

employee's work and contribution to the organization.

2. The Effect of Career Development on Employee Performance

According to Hamali (2016: 155) career development aims to train new employees to obtain the level of ability needed in the job, quickly and economically. The goal of career development is to develop the abilities of existing staff, so that employee performance in current positions is improved and employees are prepared to accept greater responsibilities in the future.

3. The Effect of Work Conflict on Employee Performance

According to Umam (2018: 324), conflict is a symptom when an individual or group shows a hostile attitude or behavior towards another individual or group, thus affecting the performance of one or all of the parties involved. According to Triatna (2015: 135), initially organizational conflict will result in an increase in organizational performance. But at a certain point conflict becomes a detrimental condition for the organization because the conflict becomes uncontrollable.

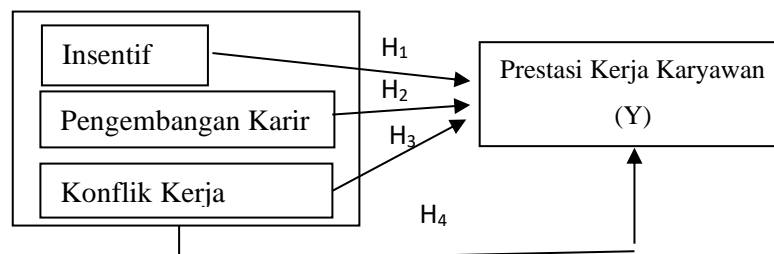


Figure 1 Conceptual Framework

RESEARCH METHODS

The research method you use is explanatory research, namely by exploring the problems that exist in the company and then doing research with a questionnaire instrument. The population of this research are all employees of PT. Karya Plasindo totaling 141 employees.

Due to time and cost limitations, to determine the number of samples to be studied, the Slovin formula with simple random sampling technique will be used to determine the number

of samples to be studied. The following can be seen the calculation:

$$n = \frac{N}{1 + \alpha^2} = \frac{141}{1 + 0,05^2} = \frac{141}{1,3525} = 104,25 = 105$$

Thus, finally the sample in this study was set at 105 people, of which 30 people will be tested for validity first outside of the sample taken

Variable Operational Definition

Tabel 2. Variable Operations

Variabel	Information	Indicator	Scale
Insentif (X1)	Incentives are elements or remuneration provided that are not fixed or variable depending on the employee's performance Source: Priansa (2016:336)	1. Quantity 2. Quality 3. Success 4. Skills of workers. Source: Wibowo (2016:302)	Likert
Career development (X2)	Continuous and ongoing activities that provide benefits for one's career achievement. Source: Hartatik (2014:138)	1. Career planning 2. Individual career development 3. Career development supported by HR Department 4. The role of feedback on performance Source: Priansa (2016:161)	Likert
Work Conflict (X3)	Conflict is a conflict that occurs between what a person expects of himself, other people, the organization and the reality of what he expects. Source: Mangkunegara (2013:155)	1. Compete. 2. Collaborate. 3. Dodge. 4. Accommodating. 5. Compromise. Source: Wahjono (2010:166)	Likert
Employee Performance (Y)	Work performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time. Source: Hasibuan (2013:94)	1. Quality of work 2. Quantity of work 3. Toughness 4. Attitude Source: Sunyoto (2015:200)	Likert

RESEARCH RESULT

Respondents in this study amounted to 105 employees of PT. Plasindo's work. The following are

descriptive statistics of the respondents' minimum, maximum and average answers, namely:

Tabel 3. Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Incentive	105	13	35	23.79	5.045
Career Development	105	17	39	25.53	4.936
Work Conflict	105	16	40	24.02	4.992
Employee Performance	105	19	38	26.16	3.878
Valid N (listwise)	105				

Source: Research Results, 2021 (Data processed)

The result of the lowest total answer for the incentive variable is 13, namely the answer from the respondent number 31. The result for the highest total answer for the incentive variable is 35, namely the answer from the respondent number 68.71. The average respondent's answer to the incentive question is 23.79. The results of the lowest total answers for career development variables are 17, namely answers from respondents number 99.105. The results of the highest total answers for career development variables are 39, namely answers from respondent number 1. The average respondent's answers to career development questions are 25.53. The results of the lowest total answers to the work conflict variable were 16, namely answers from respondents numbered 56,60,77. The highest total answer for the work conflict variable is 40, namely the answer from respondent number 27. The average respondent's answer to the work conflict question is 24.02. The result of the lowest total answer for the employee performance variable is 19, namely the answer from the respondent number 56. The result for the highest total answer for

the employee performance variable is 38, namely the answer from the respondent number 9.35. The average respondent's answer to the question of employee performance is 26.16.

Classic Assumption Test Results
Normality test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. If the normality test is violated, the statistical test becomes invalid for a small sample size.

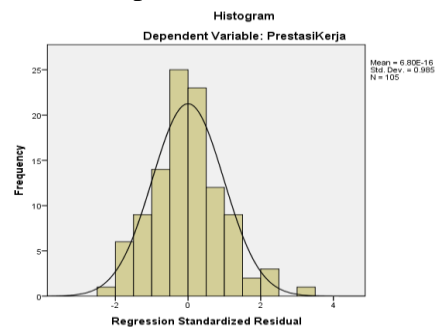


Figure 2. Histogram Normality Test
Source: Research Results, 2021 (Data processed)

The histogram graph in Figure 2 shows the real data forming a curved line that tends to be symmetrical (U) neither deviating to the left nor to the right, so it can be said that the data is normally distributed.

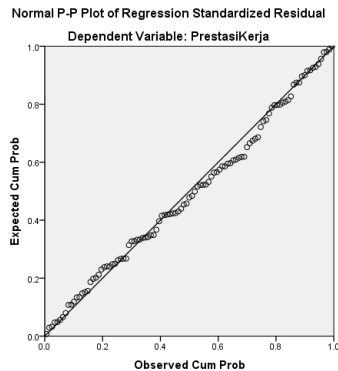


Figure 3. P-P Plot Normality Test

Source: Research Results, 2021
(Data processed))

The normality graph in Figure 3 above, it can be seen that the dots spread around the diagonal line, the distribution is mostly close to the diagonal line

Tabel 4. Kolmogorov Smirnov. Normality Test

		Unstandardized Residual
N		105
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.94971322
Most Extreme Differences	Absolute	.075
	Positive	.075
	Negative	-.036
Kolmogorov-Smirnov Z		.767
Asymp. Sig. (2-tailed)		.598

a. Test distribution is Normal.

b. Calculated from data.

The results of the Kolmogorov Smirnov normality test showed a significant value of $0.598 > 0.05$, thus the results of the Kolmogorov Smirnov test showed that the data were normally distributed.

Multicollinearity Test

Table 5. Multicollinearity Test

Model	Coefficients ^a	
	Collinearity Statistics	
	Tolerance	VIF
1	Incentive	.595 1.680
	Career Development	.929 1.076
	Work Conflict	.595 1.681

a. Dependent Variable: Employee Performance

Source: Research Results, 2021
(Data processed)

The tolerance value for the incentive variable is 0.595, which is above 0.10, while the VIF value for the incentive variable is 1.680, which is below 10.

The tolerance value for the career development variable is 0.929, which is above 0.10, while the VIF value for the career development variable is 1.076, which is below 10.

The tolerance value for the work conflict variable is 0.595, which is above 0.10, while the VIF value for the work conflict variable is 1.681, which is below 10.

Thus, in the Multicollinearity test there is no correlation between the independent variables of incentives, career development and work conflict.

Heteroskedastisitas Test

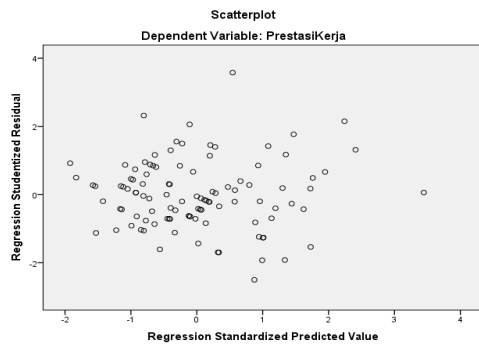


Figure 4 Scatterplot Heteroscedasticity Test

Source: Research Results, 2021 (Data processed)

From the scatterplot graph, it can be seen that the points spread with an unclear pattern both above and below zero (0) on the Y axis, do not gather in one place, so from the scatterplot graph it can be concluded that there is no heteroscedasticity in the regression model.

Detection of the presence or absence of heteroscedasticity in this study can also be seen from the results of the following Glejser test:

Tabel 6. Glejser Test

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.098	1.207		.081	.935
Incentive	-.034	.047	-.091	-.721	.473
1 Career Development	.043	.038	.113	1.124	.264
Work Conflict	.078	.047	.208	1.654	.101

a. Dependent Variable: AbsUt

Source: Research Results, 2021 (Data processed)

Glejser test results In Table 6 above, the significant value of the incentive variable is $0.473 > 0.05$, the significant value of the career development variable is $0.264 > 0.05$ and the significant value of the work conflict variable is $0.101 > 0.05$. Glejser can be said that there is no heteroscedasticity problem.

Results of Research Data Analysis Research Model

Hypothesis testing used in this research is to use multiple linear regression analysis. The regression model used is as follows

Tabel 7. Regression Equation

Model	Coefficients ^a		
	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	9.969	1.949	
1 Incentive	.161	.075	.210
Career Development	.228	.062	.291
Work Conflict	.272	.076	.350

a. Dependent Variable: Employee Performance

Source: Research Results, 2021 (Data processed)

Employee performance = 9.969 + 0.161 Incentive + 0.228 Career development + 0.272 Work conflict

The meaning of the multiple linear regression equation above is:

1. The constant of 9.969 states that if incentives, career development and work conflict are constant or 0 then the employee's work performance is 9.969 units.
2. The incentive regression coefficient is 0.161 and is positive, this means that every 1 unit increase in incentives will result in an increase in employee performance of 0.161 units.
3. The career development regression coefficient is 0.228 and is positive, this means that every 1 unit increase in career development will result in an increase in employee performance of 0.228 units.
4. The work conflict regression coefficient is 0.272 and is positive, this means that every increase in work conflict by 1 unit will result in an increase in employee performance of 0.272 units.

Hypothesis Determination Coefficient (R2)

The coefficient of determination is intended to determine how much the model's ability to explain the dependent variable. If the coefficient of determination (R2) is greater or closer to 1, it can be said that the ability of the independent variable (X) is large to the dependent variable (Y).

Tabel 8 Uji Koefisien Determinasi

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 ^a	.422	.404	2.993

a. Predictors: (Constant), Work Conflict, Career Development, Incentive

The Coefficient of Determination Test results obtained the Adjusted R square value of 0.404, this means 40.4% of the variation in the dependent variable of employee performance can be explained by the independent variables of incentives, career development and work conflict while the remaining 59.6% (100% - 40, 4%) is explained by other variables that are not used in this study.

Simultaneous Hypothesis Testing (F Test)

The F test is used to show whether all the independent variables of incentives, career development and work conflict which are included in the model have a joint effect on the dependent variable of employee performance. The results of simultaneous hypothesis testing are as follows:

Tabel 9. Uji F

ANOVA^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	659.364	3	219.788	24.532	.000 ^b
1 Residual	904.884	101	8.959		
Total	1564.248	104			

a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Work Conflict, Career Development, Incentive

Simultaneous/together significance test (F statistic test) resulted in a calculated F value of 24,532. At degrees of freedom 1 (df1) = 3, and degrees of freedom 2 (df2) = 101, then the value of the F table at the 0.05 significance level of confidence is 2.69.

From the results of the SPSS calculation, it is obtained that the F count = 24,532 > F table = 2.69 with a significance level of 0.000 because F arithmetic = 24,532 > F table = 2.69 and the significance probability is 0.000 < 0.05, then Ha is accepted, meaning incentives, career development and work conflict simultaneously has a significant positive effect on the work performance of employees of PT. Plasindo's work.

Partial Hypothesis Testing (t Test)

The t-test test is used to show how far the influence of one independent variable on the dependent variable

Tabel 10. Uji t

Coefficients ^a		
Model	t	Sig.
(Constant)	5.114	.000
1 Incentive	2.136	.035
Career Development	3.702	.000
Work Conflict	3.566	.001

a. Dependent Variable: Employee Performance

Source: Research Results, 2021 (Data processed)

The value of t table for probability 0.05 at degrees of freedom n-k = 101 is 1.98373. Thus the results of the t-test can be explained as follows:

1. In the incentive variable, the value of t count > t table or 2.136 > 1.98373 and significant 0.035 < 0.05 then Ha is accepted, meaning that partially incentives have a positive and significant effect on the work performance of PT. Plasindo's work.
2. In the career development variable, the value of t arithmetic > t table or 3.702 > 1.98373 and significant 0.000 < 0.05 then Ha is accepted, meaning that partially career development has a positive and significant effect on employee performance at PT. Plasindo's work.
3. In the work conflict variable, the value of t count > t table or 3.566 > 1.98373 and significant 0.001 < 0.05 then Ha is accepted meaning that partially work conflict has a positive and significant effect on the work performance of PT. Plasindo's work.

Discussion of Research Results

Influence of Incentives on Employee Performance

The results of the analysis show that incentives have a positive and significant effect on the work performance of PT. Karya Plasindo with a value of t arithmetic > t table or 2.136 > 1.98373 and a significant value of 0.035 < 0.05.

The results of this study are the same as the results of Setiawati's research (2019), namely incentives have a positive and significant effect on the work performance of PT. Dankos Farma.

In line with the opinion of Mangkunegara (2013: 89) which states that work incentives are the provision of money outside of salaries

made by organizational leaders as an acknowledgment of work performance and employee contributions to the organization..

If employees receive incentives that are not in accordance with the work performance they produce, the employee will feel disappointed, the employee will usually behave negatively by inviting his co-workers to disobey company regulations.

The Influence of Career Development on Employee Performance

The results of the analysis show that career development has a positive and significant effect on the work performance of PT. Karya Plasindo with a value of t arithmetic $>$ t table or $3.702 > 1.98373$ and a significant value of $0.000 < 0.05$.

The results of this study are the same as the results of Safitri and Darmawati's (2020) research, namely career development has a positive and significant effect on employee performance at PT. Remco Palembang.

In line with Hamali's opinion (2016:155) which states that career development aims to develop the abilities of existing staff, so that employee performance in current positions is improved and employees are prepared to accept greater responsibilities in the future.

Employees who have worked for more than 3 years are usually loyal employees, but these employees usually expect a career path and compensation adjustments so that the personnel department needs to provide a reference to the leadership of which employees have achievements that surpass other employees, thus not only the work

performance that can be achieved. increasing but also work loyalty arises.

The Influence of Work Conflict on Employee Performance

The results of the analysis show that work conflict has a positive and significant effect on the work performance of PT. Karya Plasindo with a value of t count $>$ t table or $3.566 > 1.98373$ and a significant value of $0.001 < 0.05$. The results of this study are the same as the results of Praja et al (2018) research, namely work conflict has a positive and significant effect on employee performance at PT. Telesindo Shop Batam.

In line with Triatna's opinion (2015: 135), initially organizational conflict will result in an increase in organizational performance. But at a certain point conflict becomes a detrimental condition for the organization because the conflict becomes uncontrollable. The emergence of conflicts among employees is caused by competition between sales who take other sales orders because of competition for incentives, in this case conflicts often occur between sales but sales are also motivated to achieve their targets because they do not want to lose to other sales.

CONCLUSION

The conclusion from the results of this study is that partially incentives have a positive and significant effect on the work performance of employees of PT. Karya Plasindo with a value of t arithmetic $(2.136) >$ t table (1.98373) and a significant value of $0.035 < 0.05$.

Career development has a positive and significant effect on employee performance at PT. Karya Plasindo with a value of t arithmetic (3.702) > t table (1.98373) and a significant value of 0.000 < 0.05, and work conflict has a positive and significant effect on the work performance of PT. Karya Plasindo with a value of t count (3.566) > t table (1.98373) and a significant value of 0.001 < 0.05. Meanwhile, simultaneously incentives, career development and work conflict have a significant effect on employee performance at PT. Karya Plasindo arithmetic F value = 24,532 > F table = 2.69 with a significance level of 0.000 < 0.05 and the results of the coefficient of determination test show 40.4% of the variation in the dependent variable of employee performance which can be explained by the independent variables incentives, career development and work conflict while the remaining 59.6% is explained by other variables that are not used in this study.

REFERENCES

- Ghozali, Imam. 2016. Application of Multivariate Analysis With IBM SPSS21 Program. Jakarta: Diponegoro University Publishing Agency.
- Hamali, Arif Yusuf. 2016. Understanding Resource Management Strategy Human
- Hartatik, Indah Praise. 2014. Practical Book Develop HR. Jakarta South: Do it.
- Hasibuan, Malay S.P. 2013. Resource Management Man. Jakarta: PT. Earth Script. Managing Employees. Jakarta: PT. Fun Book.
- Mangkunegara, A.A. Anwar Prabu. 2013. Resource Management Company Human. Bandung: PT. Rosdakarya Youth.
- Praja, T. C., Kusasi, F., & Iranita, I. (2018). Work Stress Relationship, Conflict and Work Environment Physical Against Employee Achievement PT. Telesindo Shop Batam. Journal Ark of Innovation, 1(2), 11-15.
- Priansa, Donni Juni. 2016. Planning & HR Development. Print First. Bandung: Alfabeta.
- Safitri, A., & Darmawati, T. (2020). Effect of Work Experience And Career Development Against Employee Performance At PT. Remco Palembang. Journal Management and Investment, 2(1).
- Setiawati, N. 2019. Pengaruh Insentif dan Pengalaman Kerja Terhadap Prestasi Kerja Karyawan PT Dankos Farma di Departemen Cephalosporin. Jurnal Ekonomi Bisnis Vol. 24 No. 2, Hal. 88-92.
- Sunyoto, Danang. 2015. Management and Resource Development Human. Yogyakarta: CAPS.
- Triatna, Cepi. 2015. Organizational Behavior in Education. Bandung: PT. Offset Rosdakarya Youth. Umam, Khaerul. 2018. Behavior Organization. Bandung: CV. References oyal.
- Wahjono, Sentot Imam. 2010. Behavior Organization. Yogyakarta: Graha Knowledge.
- Wibowo. 2016. Performance Management. Jakarta: PT. Rajagrafindo Persada.