

The Effect of Training, Motivation and Incentives on Employee Performance at PT. BFI Finance Indonesia TBK. South Tangerang City

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ABSTRACT

This study aims to examine and analyze the Effect of Training, Motivation, and Incentives on Employee Performance at PT. BFI Finance Indonesia Tbk, South Tangerang City. The independent variables used are training, motivation and incentives, while the dependent variable is employee performance. The data collection method in this study was carried out by distributing questionnaires to 63 respondents to employees of PT. BFI Finance Indonesia Tbk, South Tangerang City. The research method used is an associative quantitative method using primary data. These results indicate that training has a positive and significant effect on employee performance with a calculated t value greater than t table $2.119 > 1.670$ and a significant value of $0.038 < 0.05$, motivation has a positive and significant effect on employee performance with a t -count value greater than t -table $2.408 > 1.670$ and a significant value of $0.019 < 0.05$, incentives have a positive and significant effect on employee performance with a t -count value greater than t table $2.385 > 1.670$ and significant value $0.020 < 0.05$. Taken together training, motivation and incentives have a significant effect on employee performance with a calculated F value greater than F table $24.295 > 2.76$ and a significant value of $0.00 < 0.05$.

Keywords: Training, Motivation, Incentives, Employee Performance

INTRODUCTION

BFI Finance Indonesia Tbk is a finance company headquartered in BSD, South Tangerang. Its scope of movement, among other things, includes engaging in leasing and consumer financing, including leasing and financing of consumer financial services, factoring. To support its business activities, until the end of 2020, this company has 228 branches and 118 outlets spread throughout Indonesia. In 2017, BFI Finance formed a Sharia Unit to respond to the public's need for financing in accordance with sharia principles. KPI number parameters currently valid at PT. BFI Finance Indonesia Tbk: KPI score >5 Outstanding is the highest rating in the extraordinary category, KPI score of 4.0 - 4.9 Excellent is the second rank in the very good category, KPI score is 3.0 - 3.

the average KPI result contributed by each employee for the average achievement has not been considered the maximum, namely KPI 5, in 2020 it has only been achieved at KPI 2.34 or 46.0% of the specified target figure, in 2021 it has reached KPI 3.13 or 62.0% of the set targets and in 2022 the KPI figure reaches 3.08 or 61.0% of the target set in that year, experiencing a 1% decrease from the previous year.

To improve employee performance PT. BFI Finance Indonesia Tbk the need for training and a refresher related to the knowledge products handled by each employee so that their soft skills are maintained in quality and employees are able to carry out self-development so that the targets set by the company can be achieved. Training is an activity that emphasizes special expertise in the form of skills in doing work so that training is a means of gaining knowledge in accordance with the work and tasks performed.

In an effort to improve human resources, the company needs to carry out continuous training so that it is in accordance with applicable work

standards and the company must carry out performance evaluations which are held at least once a month for existing employees and basic training for new employees. .

in 2020 the score achieved from the results of the training was 81 points in the B assessment with a total of 62 employees participating, in 2021 the score achieved from the training results was 74 points in the B assessment with a total of 60 employees participating, and in 2022 the score achieved from the results training, namely 80 B assessment points with 63 employee participants. It can be concluded that during these 3 years no one has reached the maximum points at 100.

To move people to match what the company wants in order to achieve predetermined targets so that effectiveness and efficiency in a company is needed so that companies can have competitiveness and superiority over competitors, so companies can survive in a world of intense competition. Activities carried out by a person are driven by a power within that person, this driving force is called motivation.

Based on the results of initial observations on the motivation of employees at PT. BFI Finance Indonesia Tbk, City of South Tangerang is still not optimal, this can be seen from the performance achievements, which for the last 3 years have not reached the target. To increase employee morale so that they can achieve goals according to the wishes of the company, additional encouragement is needed in the form of incentives. Incentives are additional income beyond the salary provided by the company to employees outside of their main salary or wages, the purpose of which is to stimulate and encourage these employees to be more active at work and strive to continue to improve work performance at the company.

Based on the background of the problem above, the researcher raised this

research with the title "The Influence of Training, Motivation, and Incentives on Employee Performance at PT. BFI Finance Indonesia Tbk. South Tangerang City"

METHODS

In this research, the focus is on the method used to explore the relationship between relevant variables. The population that became the research subject consisted of 63 individuals who worked at BFI Finance Indonesia Tbk, South Tangerang area. Sampling was carried out using a non-probability sampling technique with the type of Simple Random Sampling and the application of the saturated sampling method, in which the entire employee population was sampled by 63 respondents. The type of research adopted is associative, which aims to explore the interrelationships between variables. The data analysis method involves a series of tests to ensure the validity and reliability of the research instrument. In addition, classical assumption tests, including Normality, Multicollinearity, Autocorrelation and Heteroscedasticity tests, were also performed. Statistical analyzes such as multiple linear regression are used to build predictive models, while correlation coefficients and coefficients of determination are used to measure the

degree of relationship and influence of variables. Hypothesis tests, such as t-test (partial) and F-test (simultaneous), are also performed to assess the validity of the proposed hypothesis. With these steps, this study seeks to uncover a deeper understanding of the interrelationships of variables in the context of BFI Finance Indonesia Tbk, South Tangerang.

RESEARCH RESULT

1. Results Test Instrument

From the test results, it was obtained that all items of the questionnaire variable Rewarding obtained a 2-tailed significance value of $0.000 < 0.05$, thus the instrument is valid.

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- a. From the test results obtained for all work performance variable questionnaire items obtained a significance value of 2 tailed of $0.000 < 0.05$, thus the instrument is valid.
- b. From the results of reliability testing, the following results were obtained:

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Limitation	Information
Performance	0.779	0.600	Reliable
Training	0.819	0.600	Reliable
Motivation	0.809	0.600	Reliable
Incentive	0.729	0.600	Reliable

Based on the test results above, mindicating that respectively variable independent and dependent are declared reliable because they have a Cronbach's Alpha value of more than 0.600, which means that it can

be said that the results can be accepted by having a good value.

2. Classical Assumption Test Results

a. Normality test

The results of the normality test with the

Kolmogorov-Smirnov Test are as follows:

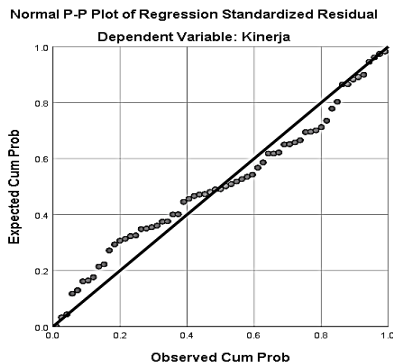


Figure 1. Probability Plots Normality Results

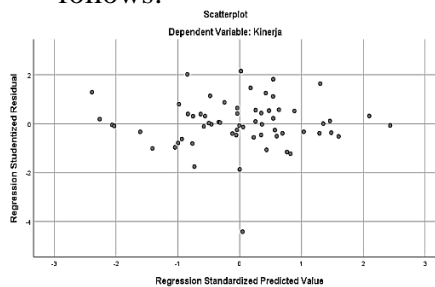
Table 2. Multicollinearity Test Results with Collinearity Statistics.

Model	Unstandardized Coefficients		Collinearity Statistics	
	B	std. Error	tolerance	VIF
(Constant)	4,739	7,331		
1 Training	0.262	0.123	0.396	2,523
Motivation	0.239	0.099	0.478	2091
Incentive	0.297	0.124	0.613	1632

Based on the test results in the table above the VIF (Variance Inflation Factor) value is (2.523 < 10) and the tolerance value (0.396 > 0.10) in the training variable, in the VIF motivational variable (2.091 < 10) the tolerance value (0.478 > 0.10) and in the VIF incentive variable. (1.632 < 10) with a tolerance value (0.613 > 0.10)

d. Heteroscedasticity Test

Testing was carried out with the Glejser Test Model test tool. The test results are as follows:



Based on the test results in the image above the data spreads the diagonal line and follows the diagonal line or the histogram graph shows a normal distribution, so the regression model meets the assumption of normality.

b. Test Multicollinearity

The multicollinearity test is carried out by looking at the Tolerance Value and Variance Inflation Factor (VIF) values. The test results are as follows:

Figure 2. Results of Heteroscedasticity Test with Scatterplot

The scatterplot graph shows that the points on the graph cannot form a clear pattern, where the points spread above and below the number 0 on the Y axis, so the graph cannot be read clearly.

3. Quantitative Analysis

In this analysis it is intended to determine the effect of the independent variables on the dependent variable. The test results are as follows:

a. Multiple Linear Regression Analysis

This analysis is to determine the effect of an Employee Performance variable (Y) which is associated with Training variables (X1), Motivation (X2), and Incentive variables (X3).

Table 3. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	std. Error	Betas
(Constant)	4,739	7,331	
1 Training	.262	0.123	0.293
Motivation	.239	0.099	0.303
Incentive	.297	0.124	0.265

Based on the SPSS calculation results above, the multiple linear regression equation can be compiled as follows: $Y = 4.739 + 0.262 X_1 + 0.239 X_2 + 0.297 X_3$

- 1) a = a constant of 4.739 meaning that if the value of the variables X1, X2 and X3 (Training, Motivation and Incentives) is 0 (zero), then the magnitude of the performance variable is 4.739.
- 2) B1 = The regression coefficient of 262 is the value derived from the Training variable (X1) which has a positive regression direction, where for every 1 (one) point increase in the value of the Training variable (X1), the value of the Employee Performance variable (Y) will increase by 262 point.
- 3) B2 = The regression coefficient of 239 is the value derived from the Motivation variable (X2)

which has a positive regression direction, where for every 1 (one) point increase in the value of the Motivation variable (X2), the value of the Employee Performance variable (Y) will increase by 239 point.

- 4) B3 = The regression coefficient of 297 is the value derived from the Incentive variable (X3) which has a positive regression direction, where for every 1 (one) point increase in the value of the Incentive variable (X3), the value of the Employee Performance variable (Y) will increase by 297 point.

b. Analysis of the coefficient of determination

Analysis of the coefficient of determination is intended to determine the percentage influence of the independent variable on the dependent variable either partially or simultaneously. The test results are as follows:

Table 4. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.743a	.553	.530	4,528

Based on the results of the table above, it can be seen that the coefficient of 0.553 is 55%. This can be interpreted that training, motivation and incentives on

employee performance at PT. BFI Finance Indoesia Tbk, South Tangerang City by 55% while the remaining 45% is influenced by other variables not included in this

study.

4. Hypothesis testing

Partial hypothesis test (t test)

Hypothesis testing with the t

Table 5. Hypothesis Test Results (t test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
(Constant)	4,739	7,331		.646	0.521
1 Training	0.262	0.123	0.293	2.119	0.038
Motivation	0.239	0.099	0.303	2,408	0.019
Incentive	0.297	0.124	0.265	2,385	0.020

1) Effect of Training on Employee Performance

Based on the results of the t test where the t count > t table (2.119 > 1.670) and a significance value of 0.038 <0.05 or 5% so that Ho is rejected and Ha is accepted, it means that training has a positive and significant effect on the performance of Central PT employees. BFI Finance Indonesia Tbk.

2) The Effect of Motivation on Employee Performance

Based on the results of the t test where the t count > t table (2.408 > 1.670) and a significance value of 0.019

Simultaneous Hypothesis Test (Test F)

Hypothesis testing with the F

Table 6. Simultaneous Hypothesis Testing Results

Model	Sum of Squares	df	MeanSquare	F	Sig.
Regression	1494,507	3	498,169	24,295	.000b
1 residual	1209,811	59	20,505		
Total	2704.317	62			

Based on the results of the F test above, it is known that the Fcount value is 24.295 where the Fcount value is greater than Ftable or equal to 24.295 > 2.76. In addition, it is known that the sig.

test is used to find out which partial hypotheses are accepted. The test results are as follows:

<0.05 or 5% so that Ho is rejected and Ha is accepted, meaning that motivation has a positive and significant effect on employee performance at PT. BFI Finance Indonesia Tbk.

3) Effect of Incentives on Employee Performance

Based on the results of the t test where the value of t count > t table (2.385 > 1.670) and a significance value of 0.020 <0.05 or 5% so that Ho is rejected and Ha is accepted, meaning that incentives have a positive and significant effect on employee performance at PT. BFI Finance Indonesia Tbk. South Tangerang City

test is used to determine which simultaneous hypotheses are accepted.

smaller than 0.05 or 0.000 <0.05 then Ho is rejected and Ha is accepted, meaning that training, motivation and incentives together have a significant effect on the performance of employees of PT.

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DISCUSSION OF RESEARCH RESULTS

1. Effect of Training on Employee Performance

Variable Training has a positive and significant effect on the performance of employees of PT. BFI Finance Indonesia Tbk, South Tangerang city. because from the results of the t test where the t count > t table ($2.119 > 1.670$) and a significance value of $0.038 < 0.05$ or 5% so that H_0 is rejected and H_a is accepted, it means that training has a positive and significant effect on the performance of employees of PT. BFI Finance Indonesia Tbk.

The results of this study are in line with research conducted by Nancy Yusinta, Feriza Fadhil (2015) entitled "The Effect of Employee Training on Employee Performance at CV. Cibalung Happy Land Bogor" the results of this study show that training has a positive effect on employee performance.

2. The Effect of Motivation on Employee Performance

Variable Training has a positive and significant effect on the performance of employees of PT. BFI Finance Indonesia Tbk, South Tangerang city. because from the results of the t test where the t count > t table ($2.408 > 1.670$) and a significance value of $0.019 < 0.05$ or 5% so that H_0 is rejected and H_a is accepted, meaning that motivation has a positive and significant effect on the

performance of PT employees. BFI Finance Indonesia Tbk.

The results of this study are in line with research conducted by Muhamad Abid et al (2020) entitled "The Influence of Motivation on Employee Performance at PT. Unggul Abadi Jakarta" the results of this study show that there is a strong influence between motivation on employee performance.

3. Effect of Incentives on Employee Performance

Variable Training has a positive and significant effect on the performance of employees of PT. BFI Finance Indonesia Tbk. because from the results of the t test where the value of t count > t table ($2.385 > 1.670$) and a significance value of $0.020 < 0.05$ or 5% so that H_0 is rejected and H_a is accepted, it means that incentives have a positive and significant effect on the performance of employees of PT. BFI Finance Indonesia Tbk, South Tangerang city.

The results of this study are in line with research conducted by Silfiati (2018) entitled "The effect of incentives, training and the work environment on employee performance at the Bukopin Sharia Bank Surabaya Branch" The results of this study indicate that the variable incentive training simultaneously and jointly has a positive effect and significant to employee performance.

Variables Training, Motivation, and Incentives have a significant effect on Employee Performance at PT. BFI Finance Indonesia Tbk, South Tangerang city. Because of the

results of the F test, the value of Fcount is greater than Ftable or equal to $24.295 > 2.76$. In addition, it is known that the sig. smaller than 0.05 or $0.000 < 0.05$ then H_0 is rejected and H_a is accepted.

The results of this study are in line with research conducted by Adi Esti Mulyasari, Rimansyah and Benny Usman (2020), entitled "The Effect of Competence and Incentives on Employee Performance at PT. Hijau Lestari Raya Fibreboard Pematang Palas" the results of this study indicate that there is a significant effect between incentives together on employee performance.

CONCLUSION

The results of this study indicate that factors such as training, motivation, and incentives have a positive and significant impact on employee performance at PT. BFI Finance Indonesia Tbk, South Tangerang City. Training has proven to be an important means of enhancing employees' skills and knowledge, thereby having a positive impact on their performance. In addition, motivation also has a strong role in encouraging employee enthusiasm and dedication in carrying out their duties better. Offering incentives as a form of additional appreciation beyond the main salary is also proven to provide incentives for employees to achieve better performance. Furthermore, the results of the study show that overall, the combination of these three factors has a significant impact on achieving better performance in this company. This finding is in line with previous studies showing that efforts to improve employee training,

motivation and incentives are a potentially powerful strategy in achieving company goals and increasing its competitiveness in a competitive market.

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