

THE INFLUENCE OF INCENTIVES, CAREER DEVELOPMENT AND LEADERSHIP ON  
THE PERFORMANCE OF EMPLOYEES OF PT. BANK OCBC NISP KENDARI BRANCH

**PENGARUH INSENTIF, PENGEMBANGAN KARIR DAN KEPEMIMPINAN  
TERHADAP KINERJA KARYAWAN PT. BANK OCBC NISP CABANG KENDARI**

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**ABSTRACT**

The purpose of this study is to find out and analyze: (1) The influence of incentives, career development and leadership on the performance of employees of PT. Bank OCBC NISP Kendari Branch; (2) The effect of incentives on the performance of employees of PT. Bank OCBC NISP Kendari Branch; (3) The effect of career development on the performance of employees of PT. Bank OCBC NISP Kendari Branch; (4) The influence of leadership on the performance of employees of PT. Bank OCBC NISP Kendari Branch. The population in this study is all employees of PT. Bank OCBC NISP Kendari Branch which totals 33 employees and at the same time is used as a respondent in this study using census techniques. The data analysis methods used in this study are descriptive analysis and inferential statistics, namely SPSS. The results of the study stated that: (1) Incentives, career development and leadership have a positive and significant effect on the performance of employees of PT. Bank OCBC NISP Kendari Branch; (2) Incentives have a positive and significant effect on the performance of employees of PT. Bank OCBC NISP Kendari Branch; (3) Career development has a positive and significant effect on the performance of employees of PT. Bank OCBC NISP Kendari Branch; (4) Leadership has a positive and significant effect on the performance of employees of PT. Bank OCBC NISP Kendari Branch

**Keywords:**Incentives, Career Development, Leadership, Employee Performance

**ABSTRAK**

Tujuan penelitian ini adalah untuk mengetahui dan menganalisis: (1) Pengaruh insentif, pengembangan karir dan kepemimpinan terhadap kinerja karyawan PT. Bank OCBC NISP Cabang Kendari; (2) Pengaruh insentif terhadap kinerja karyawan PT. Bank OCBC NISP Cabang Kendari; (3) Pengaruh pengembangan karir terhadap kinerja karyawan PT. Bank OCBC NISP Cabang Kendari; (4) Pengaruh kepemimpinan terhadap kinerja karyawan PT. Bank OCBC NISP Cabang Kendari. Populasi dalam penelitian ini adalah seluruh karyawan PT. Bank OCBC NISP Cabang Kendari yang berjumlah 33 orang karyawan dan sekaligus dijadikan sebagai responden dalam penelitian ini dengan menggunakan teknik sensus. Metode analisis data yang digunakan dalam penelitian ini adalah analisis deskriptif dan statistik inferensial yaitu SPSS. Hasil penelitian menyatakan bahwa: (1) Insentif, pengembangan karir dan kepemimpinan berpengaruh positif dan signifikan terhadap kinerja karyawan PT. Bank OCBC NISP Cabang Kendari; (2) Insentif berpengaruh positif dan signifikan terhadap kinerja karyawan PT. Bank OCBC NISP Cabang Kendari; (3) Pengembangan karir berpengaruh positif dan signifikan terhadap kinerja karyawan PT. Bank OCBC NISP Cabang Kendari; (4) Kepemimpinan berpengaruh positif dan signifikan terhadap kinerja karyawan PT. Bank OCBC NISP Cabang Kendari.

**Kata Kunci:** Insentif, Pengembangan Karir, Kepemimpinan, Kinerja Karyawan

**1. INTRODUCTION**

Human resource management (HR) is one of the assets that determines organizational effectiveness and productivity. According to Husein Umar in Danang Sunyoto (2013:1): "Human resource management is a planning, organization, direction and supervision of procurement, development, compensation, maintenance, maintenance and termination of employment with the intention of achieving the company's organizational goals in an integrated manner". The success of any type of organization basically depends on the expertise and abilities of the

employees who make it up. Resources owned by the company such as capital, methods and machines cannot provide optimal results if they are not supported by human resources who have optimal performance. Optimizing human resources is the company's main focus in improving performance. Performance is success or work results achieved by a person in carrying out the tasks assigned to him. Employee performance has a correlation with the company's goals. That is, the better the performance of employees, the more likely it is to achieve the company's goals. On the other hand, the worse the performance of employees, the more difficult it is to achieve the company's goals.

The first factor that affects employee performance is incentives. Incentives are incentives that are financial in nature not only including wages or salaries but also the possibility of obtaining a share of profits from companies and welfare issues, including housing, health maintenance, recreation, and old-age security (Handoko, 2012:176). Intensive is provided indirectly in the form of benefits provided by the company to employees (Rusmana, 2020). The incentive is in the form of something received by employees in the form of bonuses, commissions, and profit shares such as salaries or wages, bonuses paid by the company. It can be concluded that the incentives that employees receive are not only in the form of wages or salaries and other benefits. Incentives are given so that employees are motivated to improve their performance.

The next factor is career development. Career development is a lifelong process to be ready to be chosen, make choices, and continuously make choices from various kinds of jobs in society. Career development is also determined by the dynamic interaction between individuals, contextual, mediating environments and output factors. Career development depends on the interplay of two "strength" factors, namely personal ambitions and organizational needs. The more junior a person is, the more his personal needs and ambitions will be a major factor in his career growth. When employees reach the senior level or the top in the management hierarchy, the needs of the organization will usually have a major influence in their career development According to Yulita (2017).

Improving employee performance is also influenced by leadership. A leader generally has different leadership styles. Leadership style itself is the way that a person, namely the leader, in establishing a relationship and influencing his subordinates to cooperate voluntarily in doing related tasks to achieve what the leader wants.

Research gap research by Triansyah, 2021 found that incentives have a significant effect on employee performance, but research conducted by Setiadi, (2023) found that incentives do not have a significant effect on employee performance. Research conducted by Suryani, 2020 found that career development has a significant effect on employee performance, while research conducted by Kaseger and Tawas, (2017) found that career development did not have a significant effect on employee performance. Furthermore, research conducted by Faisal Amir, 2023 found that leadership has a significant effect on employee performance, but research conducted by Fitri and Even, (2023) found that leadership does not have a significant effect on employee performance.

The phenomenon that occurred regarding incentives at PT. Bank OCBc NISP Kendari Branch which has not considered the achievement of work standards and employee work performance as factors that must be taken into account, related to whether or not this incentive system is used to improve employee performance is inseparable from the principles that must be considered in designing the incentive system. Because basically this system will be successful and effective if it is done carefully, appropriately and appropriately without ignoring important factors or principles that must be met in its implementation, such as the nominal amount of incentives given must be appropriate, work standards are carefully determined, work performance/work motivation, and the incentive system implemented must be simple and easy for employees to understand

The phenomenon that occurs regarding career development at PT. Bank OCBc NISP

Kendari Branch has not been running as it should because there is still an element of subjectivity from managers in assessing employee performance, resulting in a decline in employee performance. Management should be able to minimize this, by managing career development in accordance with the standards set by the Company's Leadership.

Improving the performance of employees of Bank OCBc NISP and PT. Bank CIMB Niaga Kendari Branch, in this case, the leader must play an important role accompanied by the quality of the leader who can coordinate and direct his subordinates. A good leader must be able to identify what is happening in each room and adapt his leadership behavior. In other words, leaders must be flexible and varied because different needs of employees cause employees to be treated differently. The leadership of a leader who is in accordance with the situation and conditions of the organization can improve the performance of his employees in carrying out their duties and obligations according to the work program that has been implemented and realizing the achievement of goals

This study aims to find out and analyze the influence of incentives, career development, and leadership on employee performance at PT. Bank OCBC NISP Kendari Branch. Specifically, the study evaluates how incentives, as rewards given to employees, contribute to improved performance. In addition, this study analyzes the impact of career development in strengthening employees' skills and motivation to achieve their desired careers. The influence of leadership is also studied, especially in motivating and guiding employees to achieve organizational goals. Thus, this study focuses on factors that have the potential to improve employee performance at the bank.

Rivai (2013:767-769) explained that there are several incentive programs, namely (1) piecework, incentives are given based on the amount of output or goods produced by workers. This system is individual, the standard is the output per unit, the quality is suitable for work where the output is very clear and can be easily measured and is generally found at a very operational level in the organization; (2) Production bonus for additional wages received because the work results exceed the specified standards, where employees also get basic wages. Bonuses can also be because workers save time on completing work. In general, bonuses are calculated based on a certain rate level for work; (3) Maturity curve Salary can be grouped in a range from minimum to maximum. When a person (usually an expert or professional employee) has reached the maximum salary level, to encourage employees to continue to excel, the organization develops what is called a maturity curve or maturity curve, which is a curve that shows the amount of additional salary that can be achieved according to work performance and tenure so that they are expected to continue to improve their performance; (4) living wage (merit pay) The receipt of a wage increase occurs after an achievement assessment. This increase is decided by the employee's supervisor, often also with the supervisor. But the value of the increase is rarely determined by default, because the increase occurs based on management goals.

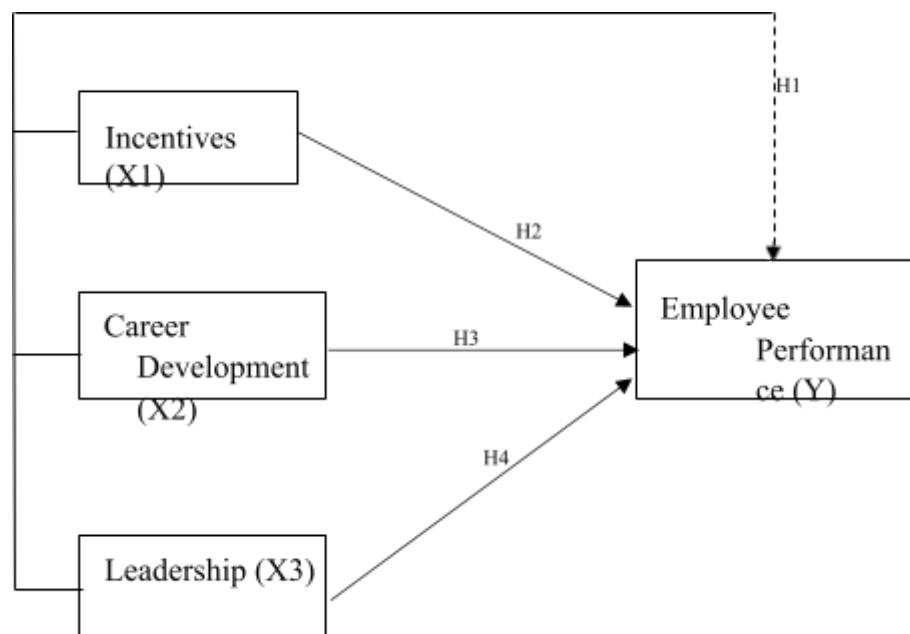


Figure 1 Research Concept Framework

Based on the study of theory and conceptual framework, this study proposes several hypotheses regarding the factors that affect the performance of employees of PT. Bank OCBC NISP Kendari Branch. The first hypothesis (H1) states that incentives, career development, and leadership simultaneously have a positive and significant effect on employee performance. The second hypothesis (H2) focuses on the positive and significant influence of incentives on employee performance. The third hypothesis (H3) tests the positive and significant influence of career development on performance. Finally, the fourth hypothesis (H4) states that leadership also has a positive and significant effect on employee performance.

## 2. METHODS

This study uses a quantitative approach to test the hypothesis proposed through the conceptual model designed. The main purpose of this study is to verify the relationship between variables, namely incentives, career development, and leadership, on employee performance at PT. Bank OCBC NISP Kendari Branch. The method used is causal, so this study is classified as explanatory research which explains the influence of causality between variables. Data collection was carried out through documentation and questionnaires distributed to all bank employees as respondents.

Data analysis was carried out using descriptive and inferential analysis through the Multivariate Regression Analysis (MRA) method with the help of SPSS and MS Excel software. This study uses multiple linear regression to determine the influence of incentives, career development, and leadership on employee performance, both simultaneously and partially. The regression equation used is formulated as  $(Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e)$ , where the dependent variable is employee performance and the independent variable includes incentives, career development, and leadership.

## 3. RESULTS

### a. Research Results

To test the influence of the independent variable (X) on the bound variable (Y), the t-test was used. The basis for decision-making is that if  $t_{sig} < \alpha 0.05$  then the independent variable has a real effect on the bound variable. Similarly, if  $t_{sig} > \alpha 0.05$  then the independent variable has an insignificant effect on the bound variable. The results of multiple linear regression analysis that examined the influence between incentive variables (X1), career development (X2) and leadership variables (X3) on employee performance variables (Y) at PT. Bank OCBC NISP Kendari Branch can be seen in the table below.

**Table 2 Results of Multiple Linear Regression Analysis**

| Type               | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|--------------------|-----------------------------|------------|---------------------------|-------|------|
|                    | B                           | Std. Error | Beta                      |       |      |
| (Constant)         | 1.426                       | .680       |                           | 2.095 | .045 |
| 1 Incentive        | .567                        | .189       | .426                      | 3.006 | .005 |
| Career Development | .410                        | .154       | .347                      | 2.653 | .013 |
| Leadership         | .338                        | .144       | .271                      | 2.354 | .026 |

Source: SPSS Data Processing Results, 2024

The value of the incentive coefficient ( $\beta_1$ ) is 0.567 with a positive value. This means that every increase in incentives will result in employee performance at PT. Bank OCBc NISP Kendari Branch will increase by 0.567 assuming other variables are constant.

The value of the career development coefficient ( $\beta_2$ ) is 0.410 with a positive value. This means that every increase in career development, the performance of employees at PT. Bank OCBc NISP Kendari Branch will increase by 0.410 assuming the other variables are constant.

The value of the leadership coefficient ( $\beta_3$ ) is 0.338 with a positive value. This means that every leadership improvement, the performance of employees at PT. Bank OCBc NISP Kendari Branch will increase by 0.338 assuming other variables are constant.

#### 4. DISCUSSIONS

##### 4.1. The influence of incentives, career development and leadership on employee performance

Incentives, career development and leadership have a positive and significant effect on employee performance. These results show that increased incentives, career development and leadership will improve employee performance.

These results are consistent with the descriptive of the research variables, where the incentive variable is included in the good category, career development is also included in the good category, leadership is included in the good category, as well as employee performance. Rationally, incentives can be influenced by *piecework*, production *bonuses*, *maturity curves* and merit *pay*. Career development is influenced by career planning and career management. Leadership is influenced by instructive behavior, consultative behavior, participatory behavior and delegative behavior

According to Sutrisno (2016:218) "Leadership is the process of directing and influencing activities related to the duties of group members. Leadership is a science that comprehensively studies how to direct, influence, and supervise others to do tasks according to planned orders

##### 4.2. The Effect of Incentives on Employee Performance

Based on the results of data analysis, it was found that incentives had a positive and significant effect on employee performance. Thus, it can be interpreted that the better the incentives received by employees, the higher the employee performance. The characteristics of respondents based on the age of the majority of employees are at productive age, which shows that at that age group they still have intellectual abilities in leading the organization, carrying out tasks, drawing conclusions that are useful for the progress of the organization and still have great opportunities for a career by developing potential in accordance with their abilities in supporting organizational operations. So it is hoped that they will be able to compete and be able to show high performance.

This condition illustrates that the majority of employees of the PT. Bank OCBC NISP Kendari Branch are those who are adults, this illustrates that at that age they are in a more stable emotional state to do work, be it field work or company administration. This result is in the opinion of Robbins and Timothy (2015) stating that there is a relationship between age and declining performance and

The older a person or the older a worker is, the less likely it is to be productive. These limitations on the other hand can increase a more positive perception so that it can improve their performance

This finding also strengthens the respondents' answers which show that every statement related to incentives is responded to with a good answer. Employees at PT. Bank OCBC NISP Kendari Branch in carrying out its main duties and functions always strives to improve work ability so that the goals will be achieved. The workability factor requires serious attention, especially employee performance because this is very supportive and influential for the achievement of organizational goals effectively and efficiently.

Based on the results of the description of the research variables regarding incentives, it was found that the wage indicator cut the maturity curve according to the perception of the respondents was the highest, so it must be maintained, in this case the employees of PT. Bank OCBC NISP Kendari Branch has received a work bonus because it is in accordance with the work results, getting an additional bonus because it has time discipline in working so that employees will work more actively because they will be given bonuses. However, according to employees, *the indicator of piecework* according to employees is the lowest of the indicators, so it is a better concern in terms of employees having to improve their performance in order to get incentives from the output results that have been done.

Based on the results of data analysis, the incentive variable has the most dominant influence on performance improvement, because the regression coefficient value is greater than other variables, so it must be maintained by further increasing *piecework, production bonus, maturity curve and merit pay*

Panggabean (2010:77) said that to be able to follow all existing developments and achieve the goals of a company, there needs to be a motivation so that employees are able to work well, and one of those motivations is to fulfill the desires of employees, including: good salary or wages, safe work, conducive work atmosphere, appreciation for the work done, Fair and wise leadership, reasonable rewards and orders, organizations or workplaces that are appreciated by the community or by seeking incentives that are proportional and also progressive which means in accordance with the career path, because incentives are very necessary to spur the performance of employees to always be at the highest level (optimal) according to their respective abilities. Because for the majority of employees, money is still the main motivation in working to achieve better performance. Employees expect an increased income to meet their living needs, with the provision of incentives will encourage employees to work better and improve their performance.

The results of research conducted by Setiadi, (2023); Triansyah, 2021 and Mamdani, 2016 found that incentives have a positive and significant effect on employee performance.

#### **4.3. The Effect of Career Development on Employee Performance**

Based on the results of data analysis, it was found that career development had a positive and significant effect on employee performance. Thus, it can be interpreted that the better the career development, the higher the performance of the employee. This is that career development reflected through career planning and career management contributes to improving employee performance.

This finding also strengthens the respondent's answer which shows that every statement related to career development is responded to with a good answer, in this case that at OCBC NISP Kendari Branch performance is a consideration in employee career development, has good potential for career development, must establish good cooperation to complete the

job better, feels that at OCBc NISP Kendari Branch conducts a position promotion program if you have good work performance, must participate in incentive programs, career development and leadership in order to improve performance and OCBc NISP Kendari Branch gives employees the same right to be given incentives, career development and leadership.

Based on the results of the description of research variables regarding career development, it was found that the career management indicators according to employees were the highest of the other indicators, in this case employees felt that at OCBc NISP Kendari Branch carried out a job promotion program if they had good work performance, they had to participate in incentive programs, career development and leadership in order to improve performance and OCBc NISP Kendari Branch gave employees the same right to given incentives, career development and leadership. However, according to employees, the career planning indicator according to employees is the lowest of the indicators so that it becomes a better concern in terms of considering employee performance in employee career development, employees must have good potential for career development and must establish good cooperation to complete work better.

Hasibuan (2011:241), argues that career development is a staffing activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum. From the definition of career development above, workers and organizations or companies have their respective roles in career development efforts. Workers have a task in the form of career planning and organizations or companies have the task of providing assistance in the form of career development programs, so that potential workers can achieve each career path in line with their efforts to realize their career planning.

Research conducted by Agboola, 2020; Novitayanti, (2020) and Suryani, 2020 found that career development has a positive and significant effect on employee performance

#### **4.4. The Influence of Leadership on Employee Performance**

Based on the results of data analysis, it was found that leadership had a positive and significant effect on employee performance. Thus, it can be interpreted that the better the leadership, the higher the performance of the employees. This is that leadership reflected through instructive behavior, consultative behavior, participatory behavior and delegative behavior contributes to improving employee performance.

This finding also strengthens the respondents' answers which show that every statement related to leadership is responded to with a good answer, in the case that the leader never limits the role of the leader, the leader always gives directions to complete the work, the leader always motivates employees whose performance has decreased, the leader always communicates well with that, the leader always gives positive directions to subordinates, The leader always solves problems in a good way, the leader always makes decisions based on joint meetings, communication between leaders and subordinates is good, fellow colleagues establish good relationships, leaders always discuss problems well, leaders delegate all decision-making to subordinates and leaders can always invite all members to respect the differences and beliefs that other members advise.

Based on the results of the description of the variables of the research on leadership, it was found that the indicator of delegative behavior according to employees is the highest of other indicators, in this case the leader always discusses the problem well, the leader delegates all decision-making to subordinates and the leader can always invite all members to respect the differences and beliefs held by other members. However, according to employees, the indicator of instructive behavior according to employees is the lowest of the indicators, so it is a better concern in terms of the leader never limiting the role, the leader always gives directions to get the job done, and the leader always motivates employees whose performance decreases. According to Kreitner and Kinicki (2014:347), a leader is someone with leadership authority directing his subordinates to do part of his work in achieving organizational goals. Leadership is

more based on an intention to play a role in influencing and directing effectively so that organizational goals can be achieved properly.

Research conducted by Faisal Amir, 2023; Datep, (2022); Joshua Tumengkol, 2020 and Aisah, (2020) found that leadership has a positive and significant effect on employee performance.

## 5. CONCLUSION

The conclusion of this study shows that incentives, career development, and leadership have a positive and significant influence on the performance of employees of PT. Bank OCBC NISP Kendari Branch. This means that the better the incentives, career development, and leadership provided, the better the employee's performance tends to increase. Incentives are the most dominant factor contributing to performance improvement, while leadership has the lowest influence. Any improvement in the aspect of incentives and career development is believed to be able to significantly boost employee performance.

The suggestions given include increasing incentives, especially in cut wages, production bonuses, maturity curves, and living wages to further motivate employees. OCBC NISP is also advised to develop a more effective career plan for employees by considering their potential and performance. In addition, in the leadership aspect, it is necessary to increase instructive, consultative, participatory, and delegative behavior from leaders in order to be able to motivate employees more in carrying out their duties. This study has limitations in testing other variables that may affect employee performance, such as work discipline, motivation, and work engagement. Therefore, further research is expected to explore these variables to get a more comprehensive picture related to employee performance improvement.

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