



Incentive provision as a moderating variable and organizational commitment as a mediating variable in improving employee performance

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ABSTRACT

This study aimed to test and analyze the role of incentives as a moderating variable and organizational commitment as a mediating variable in improving employee performance at Kencana Hospital, Serang City. The population in this study were all employees of Kencana Hospital Serang City. In this study, a saturated/total sample was used for sampling, meaning all employees were sampled, totaling 243 respondents. The data analysis technique with SEM PLS version 4.0 has been used to analyze the data. Two hundred forty-three questionnaires have been collected with the interval method one disagree- 10 strongly agree. The results showed that training effectiveness does not have a significant effect on employee performance, preventive work discipline has a significant effect on employee performance, training effectiveness has a significant effect on organizational commitment, preventive work discipline has a significant effect on organizational commitment, organizational commitment has a significant effect on employee performance, providing incentives can moderate the effect of organizational commitment on employee performance. Providing appropriate incentives can be a driver and give the effect of organizational commitment to improving employee performance. The first mediation can be characterized as complete mediation, while the second mediation can be characterized as partial mediation. This research is expected to make a theoretical contribution to the literature in this context, among others, in human resource management.

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1. INTRODUCTION

The organization is a static collection of individuals as an environmental system in which environmental subsystems are interconnected and related and directly function to plan what goals will be achieved (Gunawan et al., 2022; Yumhi et al., 2023). In order to carry out an easy, efficient and effective organization, what is very valuable and very much

needed by the organization and aspects of the need is qualified employees (Purnamasari et al., 2023; Setyowati et al., 2023). Humans are a source of strength used to move and synergize with other individuals to achieve organizational goals (Karsikah et al., 2023; Purnamasari et al., 2023). Employees with insight and expertise are essential assets in supporting the system to maintain competitive strength of a system (Anshori et al., 2022; Oktaviani et al., 2023).

Kencana Hospital's Human Resource Performance gradually and continuously develops to improve the quality and professionalism in providing health services (Haryadi et al., 2021). Work achievement is an evident attitude shown by each person because labor brings the achievement of activities under its role in the company (Haryadi, 2022; Haryadi et al., 2022; Tania et al., 2021). Achievement is the success of a person in carrying out obligations and the results of activities that can be achieved by a person or with a team in a formation under their respective authorities and responsibilities (Riyanto et al., 2022; Wahyudi et al., 2022). In this way, each worker needs to identify precisely what his or her key responsibilities are, what kind of skills he or she needs to achieve, and be able to correctly measure his or her indicators of success (Alfarizi et al., 2022; Haryadi et al., 2022).

One of the aspects that can affect employee performance is management so that they can provide training suitable for their job needs. Training is a practice method that connects the acquisition of regulatory concepts or actions to increase employee competence and insight (Afroz, 2018).

Aspects of improving employee performance, among other things, are to pay attention to activity compliance. A person tends to serve with full enthusiasm if pleasure can be received from his work. Pleasure in employee activity is the key to promoting an attitude of order, and the results of worker activity in supporting the realization of company goals (Andry, 2018). Discipline is an action of a person's attitude and action that following the rules of positive norms that are registered or not (Syahputra *et al.*, 2020).

Another effort to increase performance is by upholding the organizational commitment of employees. Organizational commitment is conceptualized as the strength of individual identification with and involvement in a particular organization. Individuals with high organizational commitment tend to believe in the organization's values and follow its goals. The relationship between organizational commitment and knowledge-sharing studies find a positive effect of organizational commitment on employee knowledge-sharing (Putri et al., 2023; Rahmatullah et al., 2022). Organizational commitment can be defined in effect as the relationship part an individual views himself in his career within the institution itself (Sutrisno, 2015).

One of the strategies for improving employee performance is providing incentives appropriate to their work abilities. Incentives can motivate employees to perform better and improve their abilities. To carry out these goals and objectives, employees need to be encouraged to do so, both from within themselves and from outside (Qomariah et al., 2022). Moreover, the incentive effects associated with rewards are additional to employees' performance responses to formula-based bonuses that correspond to expected outcomes. In other words, the evidence suggests that employee motivation is influenced by the subjective allocation process of performance rewards (Cai et al., 2019).

Indicators of behavioral values in Employee Work Targets consist of six assessed values of behavioral aspects, including service orientation, integrity, commitment, discipline, cooperation, and leadership. Assessment from 2017-2021 where service orientation has an increased value of 0.33% over the last five years, while for other values, there is a decrease of 0.03% integrity then 0.18% commitment, for the most dominant decreases include integrity there is a decrease of 0.03%, discipline value of 0.31% and leadership of 0.55%. The total behavior value from 2017 to 2021 decreased by 1.60%.

The novelty in this research includes the provision of incentives as moderation. From previous research, the author almost has not found the variable incentive as a moderating variable whether the role of providing this incentive can strengthen or, on the contrary, can weaken organizational commitment to the performance of employees of the Kencana Hospital in Serang City. From the formulation of the problem, the authors formulate research objectives, among others, in this study to test and analyze the factors that can improve employee performance. In this case, the authors will test the variables of training effectiveness, preventive work discipline, organizational commitment, and incentive provision will be able to moderate so that they have a positive effect on influencing employee performance and whether organizational commitment can mediate giving an increase in employee performance. In this context, the author hopes this research will theoretically contribute to the literature on three sources management.

2. RESEARCH METHOD

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal process is an investigation that will look for a description of the relationship, influence, impact, and causal effects of various concepts or as factors or, in some cases designed in management science. The population in this study were employees of the Kencana Hospital in Serang City, totaling 243 employees. The sample in this study were employees of Kencana Hospital, Serang City, totaling 243 respondents, and all respondents were drawn into the sample. The sampling technique used is non-probability sampling with the total sampling / saturated sampling method, meaning all populations are taken as samples. The saturated sampling technique has been used in this study. The data collection technique used in this study used a questionnaire with a scale of 1 - 10 using the agree-disagree scale method. According to the research sample, 243 questionnaires were obtained from respondents. The data analysis technique in this study is a descriptive analysis using the SPSS version 26 assistance program, then to find the influence between variables using inferential analysis with the SmartPLS version 4.0 assistance program through the outer model test, which includes validity test and reliability calculation test then by looking at the square root value of each variable. Then proceed with the inner model test by looking at the R Square value. To find the direct and indirect effects between variables using the bootstrapping test by looking at the direct effect and indirect effect. In this study, the authors formulate research hypotheses, among others. H1: there is a significant effect of training on employee performance. H2: preventive work discipline has a significant effect on employee performance. H3: there is a significant effect of training on organizational commitment. H4: there is a significant influence of preventive work discipline on organizational commitment. H5: there is a significant effect of organizational commitment on employee performance. H6: Providing incentives can moderate and strengthen the effect of organizational commitment on employee performance.

3. RESULTS AND DISCUSSIONS

Before conducting the assumption test, it is necessary to conduct a validity test to show how positive an instrument method or way of measuring something is designed. Training effectiveness is measured using four indicators: training materials, trainers, training methods, and relevance (Wibowo, 2021; Pendong et al., 2021). Then preventive work discipline is measured using five indicators: attendance, adherence to work rules, adherence to work standards, high level of vigilance, and work ethics (Saleh & Utomo, 2018; Sunarsi et al., 2021). Likewise, the organizational commitment variable is also measured using five indicators: a sense of belonging, a sense of pride, active completion of work, having a high spirit, the desire to manage, and the desire to work hard (Utami et

al., 2021). The provision of incentives is also measured using five indicators, namely bonuses, commissions, holiday allowances, social security, and awards (Sinambela, 2019). Employee performance is measured by four indicators of quality of work, quantity of work, timeliness, and productivity (Marlina et al., 2020; Widodo, 2020). This study attempted the validity test by looking at the convergent and discriminant validity numbers. Furthermore, the validity test results can be observed in the following vignette.

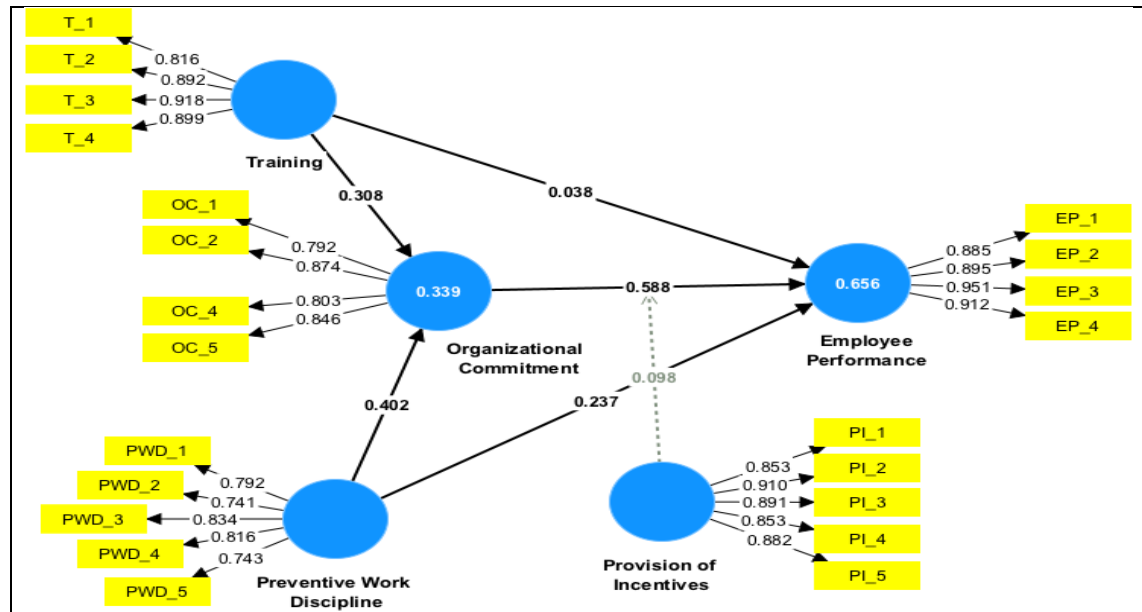


Figure 1. Outer Model Research
 Source: Results of research data processing 2023

Figure 1 shows that all elastic variables from each indicator have a value greater than 0.70, which can automatically fulfill the validity standards of data. Opinion (Ghozali & Latan., 2015: 74) Indicators are claimed to be accurate if each indicator has an outer loading number greater than 0.70. Not only looking at the number of outer loading but convergent validity can also be observed from the number (AVE), which must be greater than 0.50 (Ghozali & Latan., 2015: 74). In this form, the average number of extracted variances for each variable is located above 0.50 as shown in the following table.

Table 1. Outer model and inner model

Variable/Indicator	Loading Factor					Cronbach Alpha	Composite Reliability	AVE	R-square
	EP	T	PWD	OC	PI				
Employee Performance						0,931	0,951	0,830	0.656
EP_1	0,885								
EP_2	0,895								
EP_3	0,951								
EP_4	0,912								
EP_5	0,885								
Training						0,904	0,933	0,778	
T_1		0,816							
T_2		0,892							
T_3		0,918							
T_4		0,899							
Preventive Work Discipline						0,845	0,890	0,618	
PWD_1			0,792						
PWD_2			0,741						
PWD_3			0,834						

Variable/Indicator	Loading Factor					Cronbach Alpha	Composite Reliability	AVE	R-square
	EP	T	PWD	OC	PI				
PWD_4			0,816			0,848	0,898	0,688	0.339
PWD_5			0,743						
Organizational Commitment									
OC_1				0,792					
OC_2				0,874					
OC_4				0,803		0,926	0,944	0,771	
OC_5				0,846					
Provision Of Incentives									
PI_1					0,853				
PI_2					0,910				
PI_3					0,891	0,853			
PI_4					0,853				
PI_5					0,882				

Table 1 shows that each variable has a value from reliability testing showing the importance of Cronbach's Alpha, Composite Reliability on all variables. There are points above 0.70. Thus the conclusion is that all variables are reliable or fulfill the reliability test. The Average Variance Extracted (AVE) value > 0.50 so that construct reliability & validity are fulfilled. The following hypothesis testing can be seen in Table 2 below.

Table 2 Hypothesis Tests with Bootstrapping

Variable	Coefficient	T-value	P-values	Result
T → EP	0,038	0,807	0,420	Rejected
PWD → EP	0,237	5,286	0,000	Accepted
T → OC	0,308	4,447	0,000	Accepted
PWD → OC	0,402	6,344	0,000	Accepted
OC → EP	0,588	9,701	0,000	Accepted
PI x OC → EP	0,098	3,074	0,002	Accepted

Source: Results of research data processing 2023

Table 2 is the result of the Bootstrapping test with SmartPLS 4.0 can be explained in the discussion below: The findings in this study's first hypothesis show that training's effectiveness has no significant effect on employee performance. Statistically, the training effectiveness variable does not significantly affect employee performance. In the previous chapter, the author hypothesized that the more appropriate the training obtained by employees to the needs of their work by the company, the better employee performance. Employee expectations. With appropriate training materials, trainers who are competent in their fields, and appropriate training methods, then the participants themselves, employees whose professions and related fields of work will improve employee abilities and efficiently complete the job tasks they receive, but this is the opposite. Respondents said the training org generally not discussing real needs. This matter is caused because the provision of training to employees is mediocre or the training organized in general does not directly touch on the needs of the employee's work. Automatically it will result in the same thing not having benefits, and those who get training are not all employees until not all employees can feel the consequences, proving a meaningless result (Hendri, 2019).

The findings of the second hypothesis of the results of this study indicate that preventive work discipline has a significant effect on employee performance is accepted. Thus, the first hypothesis is supported, which states that preventive work discipline significantly affects employee performance. The higher the work discipline an employee possesses, the higher the employee's performance. Statistically, the work discipline variable from each indicator has a good value. Work discipline is a tool used by leaders to talk to employees so that they want to change their attitude and increase their understanding and willingness to obey all agency regulations, legal and social norms

(Rivai & Sagala, 2010:825). Discipline emerges when people in a field of work create a community to define discipline and ensure its development through some kind of institutionalization of discipline. Discipline does not arise from technological and structural societal changes (Astutik, 2016).

The findings in this study are the author's hypothesis; namely, the effectiveness of training has a significant effect on organizational commitment. The statistical test results show a significant effect of training effectiveness on organizational commitment. Training organized by management can foster organizational commitment. Training is essential in preparing employees to face the industrial world (Ahmad & Manzoor, 2017). Training and skills development are crucial corporate capital in human resources. Training connects the learning of personnel to gain insight and expertise and the transfer of knowledge so that they can immediately apply it in their profession (Wibowo, 2016). Training is a way to develop skills to support the company's revenue targets (Mathis & Jackson, 2006; Filippetti et al., 2019). Employee training transfers knowledge, insights, and skills that can be specialized and identified in the current profession. Training, the transfer of knowledge of employees with skills that increase their competence, and an innovative and experienced workforce are the center of attention, good productivity, and company success (Filippetti et al., 2019).

The findings of the fourth hypothesis, namely preventive work discipline, significantly influence organizational commitment. Based on bootstrapping testing the effect of preventive work discipline on organizational commitment, the statistical results show a significant effect. Thus it can be conveyed that the fourth hypothesis is accepted, which states that work discipline significantly affects organizational commitment. The higher the preventive work discipline an employee has, the higher the organizational commitment. This result shows that the higher the employee's work discipline, the higher the organizational commitment. Where the higher the employee who has a high level of work discipline, the higher the organizational commitment. Discipline is discipline to the provisions or orders formalized by the institution in a way that is used in finding cases in their work (Sinambela, 2019). Work discipline is a form of training that seeks to improve and shape the knowledge, attitudes, and behavior of employees so that these employees voluntarily try to cooperate with other employees and improve work performance (Maryani et al., 2021).

The findings of the fifth hypothesis regarding the organizational commitment variable significantly affect employee performance. Based on the results of bootstrapping testing the effect of organizational commitment on employee performance, the acquisition value shows a significant effect. Thus it can be concluded that the fifth hypothesis is accepted, which states that organizational commitment significantly affects employee performance. The higher the organizational commitment an employee owns, the higher the employee's performance. Employees who accept organizational values, participate in working by supporting organizational goals, desire to remain in the organization, have high emotional ties to their coworkers, and have a high sense of responsibility, which can significantly affect employee performance. Organizational commitment is significant because agencies want employees who have high organizational commitment so that the institution can survive and improve the services and products it produces (Lv et al., 2022).

The findings in this study are the sixth hypothesis the author has formulated, namely that the provision of incentives can moderate the effect of organizational commitment on employee performance. The statistical test results show that providing incentives can significantly moderate organizational commitment's effect on employee performance; appropriate incentives encourage employees to increase their productivity. It makes sense that no one acts without purpose. Therefore, the expectation of reward is a powerful incentive to motivate employees. Incentives are one of the methods organizations use to motivate employees and improve performance (Chepkemioi,

2018). To encourage employees and improve performance Ince, natives are used by various organizations to compensate and reward employees who exceed expectations (Liu & Liu, 2022). At the same time, Incentives are monetary or non-monetary rewards offered to employees for putting more effort into assigned tasks that commission productivity and quality of work (Yu *et al.*, 2022). Incentives are forces that compel employees to perform certain types of behavior. Incentives are designed to get the best performance from employees and help maintain productivity (Alavi *et al.*, 2022).

4. CONCLUSION

Based on the results of testing the hypothesis proposed by the author, the conclusions obtained include, among others, that the first hypothesis shows that the effectiveness of training does not significantly affect employee performance. This is because the training organized by management is general and not under the needs of employee work. So that the effectiveness of training does not significantly impact employee performance. The second hypothesis is that preventive work discipline significantly affects employee performance. To be able to improve employee performance can be done by improving preventive work discipline. The third hypothesis is that training effectiveness significantly affects organizational commitment. Increasing organizational commitment can be done by increasing the effectiveness of training. The fourth hypothesis is that preventive work discipline significantly affects organizational commitment. To be able to increase organizational commitment can be done by increasing preventive work discipline. The fifth hypothesis is that organizational commitment significantly affects employee performance. To be able to improve employee performance can be done by increasing organizational commitment. The sixth hypothesis, among others, is that providing incentives can moderate the effect of organizational commitment on employee performance. Providing appropriate incentives can be a driver and give the effect of organizational commitment to improving employee performance. Organizational commitment can mediate the effect of training effectiveness on employee performance adapted as complete mediation, while for the second mediation, organizational commitment can mediate the effect of preventive work discipline on employee performance can be characterized as partial mediation. This research is expected to make a theoretical contribution to the literature in this context, among others, in human resource management. For future research, it is necessary to add variables such as job satisfaction, organizational citizenship behavior, work culture and compensation in the context of human resources.

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