

THE INFLUENCE OF MOTIVATION, INCENTIVES AND COMPETENCIES ON THE PERFORMANCE OF OUTSOURCED EMPLOYEES (TAD) COLLECTION WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT BANK BTN BEKASI BRANCH OFFICE

Hijliansyah Marbun¹, Ngaliman², I Wayan Catra Yasa³, Bambang Satriawan⁴, Indrayani⁵,
Muhammad Gita Indrawan⁶

^{1,2,3,4,5,6}Faculty of Economics and Business, Universitas Batam
Corresponding E-mail: hijli.marbun@gmail.com

Abstract

This research was conducted to determine how much influence Motivation, Incentives and Competence have on the Performance of Collection Outsourced Employees (TAD) with Organizational Commitment as an Intervening Variable at Bank BTN Bekasi Branch Office. The method used in this research is a descriptive quantitative method that uses a survey system. Where the data collected relates to motivation, incentives, competence, organizational commitment and employee performance at the BTN Bekasi Branch Office. The type of data is quantitative with the data source to be collected from the relevant BTN Bekasi Branch Office and based on research objects that are correlated with the title of this thesis. The population in this study were collection outsourcing (TAD) employees who worked at the BTN Bekasi Branch Office. This research uses primary and secondary data obtained from respondents, where respondents will provide verbal responses and/or written responses in response to the statements given. The data collection technique uses variable measurement using a questionnaire instrument. Each employee respondent was given three questionnaire instruments to become a source of measurement for the variables studied. The results of the research show that work motivation partially has a significant and positive influence on employee organizational commitment, incentives partially have a significant and positive influence on employee organizational commitment, partial competence has a significant and positive influence on employee organizational commitment, partial organizational commitment has a significant influence and positive on employee performance, partial work motivation has a significant and positive influence on employee performance, partial incentives have a significant and positive influence on employee performance, partial competence has a significant and positive influence on employee performance, partial work motivation has a significant influence and positive towards employee performance through organizational commitment, incentives partially have a significant and positive influence on employee performance through organizational commitment, competence partially has a significant and positive influence on employee performance through organizational commitment.

Keywords : *Motivation, Incentives, Competence, Employee Performance, Organizational Commitment*

1. INTRODUCTION

Currently the banking world in Indonesia is entering a period of very competitive competition. This is due to the large number of banks operating in Indonesia, both those operating on a local scale and those operating on an international scale. Banks are business entities that collect funds from the public in the form of savings and distribute them to the public in the form of credit and/or other forms in order to improve the standard of living of many people (Law number 7 of 1992 concerning banking as amended by Law number No. 10 of 1998). In order to deliver these services to customers, banking companies of course need workers with appropriate competencies, because each service product has different competency requirements. Service through excellent

THE INFLUENCE OF MOTIVATION, INCENTIVES AND COMPETENCIES ON THE PERFORMANCE OF OUTSOURCED EMPLOYEES (TAD) COLLECTION WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT BANK BTN BEKASI BRANCH OFFICE

Hijliansyah Marbun, Ngaliman, I Wayan Catra Yasa, Bambang Satriawan, Indrayani, Muhammad Gita Indrawan

systems and workforce can keep the company afloat as a competitive participant in the banking industry. With the current tight competition in the national banking business, one of the government banks, namely PT. Bank Tabungan Negara (Persero) Tbk or commonly known as Bank BTN, is working on improving all shortcomings, both in terms of human resources, technology and services. BTN is a commercial bank which is a State-Owned Enterprise (BUMN) which has a vision to focus on housing financing.

Performance is the fulfillment of tasks or skills related to an employee's work. Performance is an appearance that performs, describes and produces something, both physical and non-physical, in accordance with instructions, functions and tasks based on knowledge, attitudes and skills. According to (Zafar, 2015:45) employee performance is where an individual successfully completes the tasks set by the organization, in accordance with predetermined standards along with efficient use of resources in a changing environment. In an effort to improve performance, there is one aspect that can increase employee work productivity, namely by providing motivation (stimulating power) to employees, in the now popular term, providing work enthusiasm to employees. Work motivation in companies is an important issue. Work motivation has a function for achieving company goals, by motivating employees to complete tasks correctly, therefore companies are obliged to motivate all employees, namely in accordance with the desires and needs of employees.

If there are superior characteristics in employees, companies need to maintain them by providing rewards and remuneration that are commensurate with the work they have done. One form of reward given to employees is incentives. Incentives are a form of reward or appreciation to employees, both directly and indirectly, in the form of financial and non-financial forms. According to Simmamora (2006:445) incentives are additional compensation above or beyond the salary or wages provided by the organization. Another factor that influences employee performance is competence. The influence of competence on performance can be seen from the level of competence which has practical implications in human resource planning. This can be seen from the picture that knowledge and skill competencies tend to be more real and relatively more on the surface, one of the characteristics possessed by employees. Competency influences employee performance. An employee who has high competencies such as knowledge, skills, abilities and attitudes appropriate to the position he holds is always encouraged to work effectively, efficiently and productively.

The organizational commitment that exists at Bank BTN is also considered as one of the factors that influences employee performance achievements, in addition to incentive factors, work motivation and competence. It is suspected that there is a difference in organizational commitment between old employees and new employees. This is proven by the fact that old employees show a higher level of loyalty to Bank BTN compared to new employees. Decreased employee performance results in low employee organizational commitment. Indicators of declining employee performance at Bank BTN Bekasi branch office can be seen from not achieving performance targets. One of the performance targets is credit quality, both collectibility 2 and Non-Performing Loans (NPL).

Table 1. Col. 2 and NPL BTN Bekasi Branch Office January 2023 to May 2023

Keterangan	Realisasi	Target	GAP	Realisasi	Target	GAP	Realisasi	Target	GAP	Realisasi	Target	GAP	Realisasi	Target	GAP
	Januari 2023	RKAP Jan	Target RKAP Jan	Februari 2023	RKAP Feb	Target RKAP Feb	Maret 2023	RKAP Mar 2023	Target RKAP Mar	April 2023	RKAP April 2023	Target RKAP April	Mei 2023	RKAP Mei 2023	Target RKAP Mei
1. KOL 2 Konsumer															
a. Pokok KOL 2 (Rp/Juta)	1.202.289	1.009.500	↓ (192.789)	1.219.073	1.008.948,00	↓ (210.125)	1.028.477	977.626	↓ (50.851)	1.144.675	1.027.308	↓ (117.367)	1.048.835	1.020.619	↓ (28.216)
b. Rasio KOL 2 (%)	7,65%	6,30%	↓ -1,35%	7,70%	6,43%	↓ -1,27%	6,47%	6,21%	↓ -0,26%	7,17%	6,47%	↓ -0,70%	6,54%	6,46%	↓ -0,08%
2. NPL															
a. Pokok NPL (Rp/Juta)	375.134,00	370.450,00	↓ (4.684)	374.749,00	369.024,00	↓ (5.725)	324.889,00	368.619	↑ 43.730	350.916	350.621	↓ (295)	357.002	347.651	↓ (9.351)
b. Rasio LAR (%)	2,39%	2,30%	↓ -0,09%	2,37%	2,28%	↓ -0,09%	2,04%	2,27%	↑ 0,23%	2,29%	2,26%	↓ -0,03%	2,23%	2,21%	↓ -0,02%

After obtaining organizational commitment by considering several things such as motivation, incentives and competence, each employee will assess whether what is obtained is in accordance with expectations so that good performance is realized. Employee performance is a process of assessing work results that will be used by agencies to provide information to individual employees about the quality of their work results from the perspective of the company's interests. Assessments carried out regularly aim to achieve goals. Employee performance assessments that are carried out objectively, precisely and well documented tend to reduce the potential for deviations committed by employees, so that their performance is expected to have a positive impact on the company. Thus, the author is interested in conducting research on "The Influence of Motivation and Competency Incentives on the Performance of Outsourced Employees (Tad) Collection with Organizational Commitment as an Intervening Variable at Bank BTN Bekasi Branch Office)".

2. IMPLEMENTATION METHOD

Place and time of research

This research was carried out at the BTN Bekasi Branch Office, over a period of five months from April 2023 to August 2023. The research began with literature searches, submission and examination of research thesis proposals, data collection and processing, completing the thesis report up to the thesis examination.

Research methods

The method used in this research is a descriptive quantitative method that uses a survey system. Where the data collected relates to motivation, incentives, competence, organizational commitment and employee performance at the BTN Bekasi Branch Office. The type of data is quantitative with the data source to be collected from the BTN Bekasi Branch Office concerned and based on the research object which is correlated with the title of this thesis. The data source used is primary data, which is data collected by the researcher himself by examining the object directly. research related to research. This research seeks to test the hypothesis used where this research will take samples from a population and use a questionnaire as the main data collector.

Population and Research Sample

The population in this study were collection outsourcing (TAD) employees who worked at the BTN Bekasi Branch Office. Arikunto (in Riduwan, 2012: 210) stated that as an estimate, if there are 100 subjects, it is better to take all of them, so that the research is population research.

THE INFLUENCE OF MOTIVATION, INCENTIVES AND COMPETENCIES ON THE PERFORMANCE OF OUTSOURCED EMPLOYEES (TAD) COLLECTION WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT BANK BTN BEKASI BRANCH OFFICE

Hijliansyah Marbun, Ngaliman, I Wayan Catra Yasa, Bambang Satriawan, Indrayani, Muhammad Gita Indrawan

Due to population limitations, all members of the population were used as research samples so that this research used a saturated sample which was taken using the Census Technique using proportional random sampling. Therefore, the sample in this study was 120 respondents.

Data Sources and Data Collection Techniques

a. Data source

This research uses data obtained from respondents, where respondents will provide verbal responses and/or written responses in response to the statements given. The types of data used in this research are:

1. Primary Data is data regarding respondents' answers to the 5 variables measured in this research.
2. Secondary Data, is data obtained indirectly through intermediaries (obtained and recorded by other parties). In this research, secondary data only supports initial data collection as research output.

b. Data collection technique

The data collection technique uses variable measurement using a questionnaire instrument. Each employee respondent was given three questionnaire instruments to become a source of measurement for the variables studied. Data was collected using a questionnaire method, namely by giving a list of questions or questionnaires to respondents. The reason for using this method is that the research subject is the person who knows best about himself, and the subject's statements given are true and trustworthy. Answers to the list of questions that must be filled in by respondents are made using a Likert scale, namely a range of 1 to 5, where a value of 1 is a statement of strongly disagree and a value of 5 is a statement of strongly agree.

Research Instrument

An instrument is a tool that, because it meets academic requirements, can be used as a tool to measure a measuring object or collect data about a variable. In research, instruments are defined as tools for collecting data regarding research variables for research needs. This research instrument uses a questionnaire. This instrument was developed on the basis of theoretical studies, then defined in conceptual definitions, operational definitions, and developed through an instrument grid.

Operational Definition of Variables

Research instruments using a Likert model scale can be made in the form of a check list or multiple choice. Arikunto (2006:52) says that "check list", a list, respondents just need to put a mark (√) in the appropriate column. Where on a Likert scale, respondents will be given statements with alternatives, namely: strongly agree (SS), agree (S), doubtful (RR), disagree (TS), strongly disagree (STS). The questionnaire was developed from indicators contained in theory as reflected in the operational definition.

3. RESULTS AND DISCUSSION

SEM analysis

SEM analysis on SmartPLS will use the Partial Least Square (PLS) Algorithm calculation. The stages carried out in this PLS algorithm analysis include iteratively estimating variable scores, estimating outer weights/loadings and path coefficients, and estimating parameter locations. The analysis in this research is as follows:

a. Evaluation of Measurement (Outer) Model

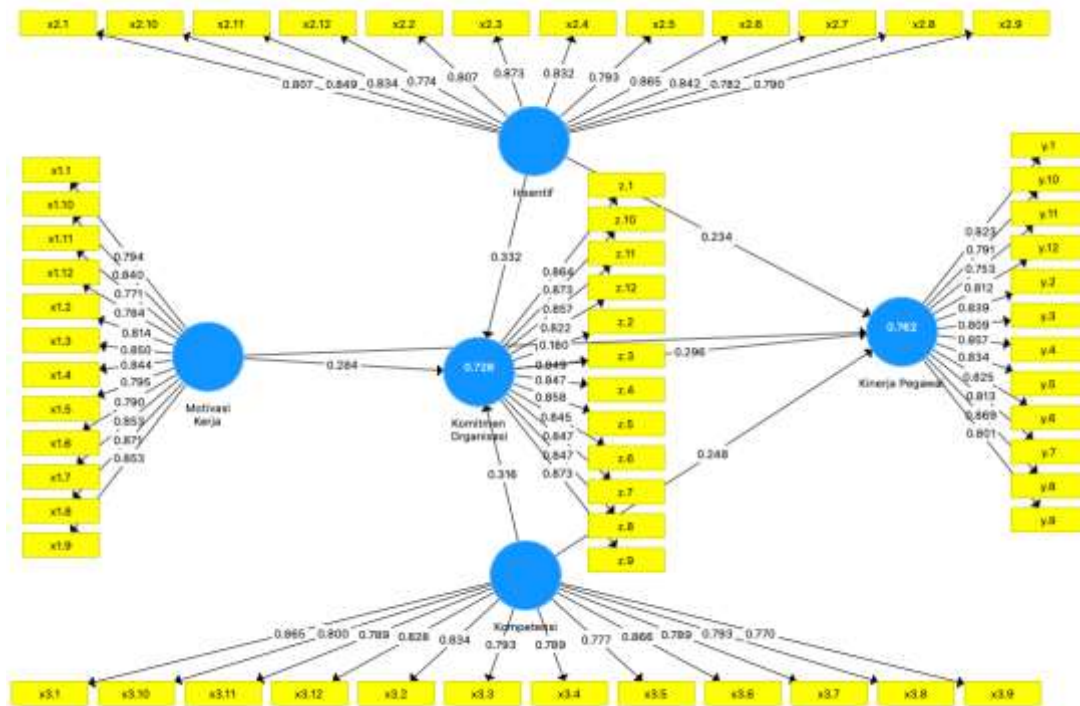


Figure 1. Outer Model

Source: Researcher Processing Results Using SmartPLS 3 (n=120), 2023

1. Convergent Validity

The convergent validity of the measurement model using reflective indicators is assessed based on the loading factor of the indicators that measure the construct. In this research there are 5 constructs with a number of indicators ranging from 1 to 12 indicators on a scale of 1 to 5. Based on the results of testing the measurement model seen in Figure 1 and Table 2 it can be explained as follows:

Table 2. Convergent Validity

	Incentive	Employee performance	Organizational Commitment	Competence	Work motivation
x1.1					0.794
x1.10					0.840
x1.11					0.771
x1.12					0.784
x1.2					0.814

THE INFLUENCE OF MOTIVATION, INCENTIVES AND COMPETENCIES ON THE PERFORMANCE OF OUTSOURCED EMPLOYEES (TAD) COLLECTION WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT BANK BTN BEKASI BRANCH OFFICE

Hijliansyah Marbun, Ngaliman, I Wayan Catra Yasa, Bambang Satriawan, Indrayani, Muhammad Gita Indrawan

x1.3					0.850
x1.4					0.844
x1.5					0.795
x1.6					0.790
x1.7					0.853
x1.8					0.871
x1.9					0.853
x2.1	0.807				
x2.10	0.849				
x2.11	0.834				
x2.12	0.774				
x2.2	0.807				
x2.3	0.873				
x2.4	0.832				
x2.5	0.793				
x2.6	0.865				
x2.7	0.842				
x2.8	0.782				
x2.9	0.790				
x3.1				0.865	
x3.10				0.800	
x3.11				0.789	
x3.12				0.828	
x3.2				0.834	
x3.3				0.793	
x3.4				0.789	
x3.5				0.777	
x3.6				0.866	
x3.7				0.789	
x3.8				0.793	
x3.9				0.770	
y.1		0.823			
y.10		0.791			
y.11		0.753			
y.12		0.812			
y.2		0.839			
y.3		0.809			
y.4		0.857			
y.5		0.834			
y.6		0.825			

y.7		0.813			
y.8		0.869			
y.9		0.801			
z.1			0.864		
z.10			0.873		
z.11			0.857		
z.12			0.822		
z.2			0.864		
z.3			0.849		
z.4			0.847		
z.5			0.858		
z.6			0.845		
z.7			0.847		
z.8			0.847		
z.9			0.873		

Source: Researcher Processing Results Using SmartPLS 3 (n=120), 2023

In the data above, all items after reanalysis have value *outer loading* > 0.7 means that these indicators have a correlation or ability to measure the variable being measured Good. This outer loading value shows the percentage that the indicator is able to explain the variables contained in it (Hair et. al., 2017).

2. Composite Reliability and Cronbach's Alpha

Besides construct validity testing, construct reliability testing was also carried out as measured by composite reliability and Cronbach's alpha from a block of 60 indicators that measure the construct. The following are the results of composite reliability and Cronbach's alpha testing from Smart PLS:

Table 3. Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Incentive	0.956	0.957	0.961	0.675
Employee performance	0.955	0.957	0.961	0.671
Organizational Commitment	0.966	0.967	0.970	0.729
Competence	0.952	0.953	0.958	0.653
Work motivation	0.956	0.958	0.962	0.676

Source: Researcher Processing Results Using SmartPLS 3 (n=120), 2023

In the data above, all items have a Cronbach's Alpha value > 0.7, meaning the data is reliable for use in analysis. In addition, the overall AVE value is > 0.5, which indicates that the latent/construct is able to explain more than half of the variance of the indicators on average (Hair et. al., 2017). Based on the results of the loading factors above, it can be concluded that the construct has good convergent validity.

THE INFLUENCE OF MOTIVATION, INCENTIVES AND COMPETENCIES ON THE PERFORMANCE OF OUTSOURCED EMPLOYEES (TAD) COLLECTION WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT BANK BTN BEKASI BRANCH OFFICE

Hijliansyah Marbun, Ngaliman, I Wayan Catra Yasa, Bambang Satriawan, Indrayani, Muhammad Gita Indrawan

3. *Discriminant Validity*

Discriminant validity testing is carried out to prove whether the indicators in a construct will have the largest loading factor on the construct it forms compared to the loading factor with other constructs. You can see the test results of the Fornell-Lacker criteria and cross loading in table 4 below:

Table 4. Discriminant Validity (Fornell-Larcker Criterion)

	Incentive	Employee performance	Organizational Commitment	Competence	Work motivation
Incentive	0.821				
Employee performance	0.796	0.819			
Organizational commitment	0.789	0.813	0.854		
Competence	0.804	0.802	0.790	0.808	
Work motivation	0.714	0.751	0.752	0.729	0.822

Source: Researcher Processing Results Using SmartPLS 3 (n=120), 2023

Based on the data above, the value of the latent/construct variable (the value in bold), where each AVE root value in the table is greater than the correlation value of the variable with other variables (not in bold). The value in bold where the value is greater than the other values indicates that there are no other variables that have a greater relationship than the construct variable itself, so that the variables are different, uncorrelated, and independent (Hair et. al., 2017).

Table 5. Cross Loading

	Incentive	Employee performance	Organizational Commitment	Competence	Work motivation
x1.1	0.492	0.501	0.513	0.514	0.794
x1.10	0.565	0.615	0.623	0.593	0.840
x1.11	0.581	0.622	0.608	0.584	0.771
x1.12	0.625	0.643	0.628	0.595	0.784
x1.2	0.514	0.583	0.594	0.549	0.814
x1.3	0.671	0.653	0.653	0.664	0.850
x1.4	0.597	0.640	0.613	0.609	0.844
x1.5	0.559	0.603	0.602	0.583	0.795
x1.6	0.504	0.547	0.574	0.540	0.790
x1.7	0.619	0.653	0.654	0.651	0.853
x1.8	0.651	0.660	0.664	0.627	0.871
x1.9	0.627	0.657	0.663	0.652	0.853
x2.1	0.807	0.644	0.582	0.647	0.554
x2.10	0.849	0.681	0.677	0.690	0.575



x2.11	0.834	0.622	0.688	0.676	0.555
x2.12	0.774	0.638	0.636	0.634	0.522
x2.2	0.807	0.631	0.623	0.663	0.580
x2.3	0.873	0.725	0.705	0.724	0.649
x2.4	0.832	0.640	0.618	0.629	0.588
x2.5	0.793	0.646	0.605	0.596	0.617
x2.6	0.865	0.715	0.697	0.731	0.608
x2.7	0.842	0.668	0.685	0.676	0.631
x2.8	0.782	0.622	0.660	0.596	0.611
x2.9	0.790	0.599	0.585	0.643	0.538
x3.1	0.691	0.674	0.670	0.865	0.593
x3.10	0.646	0.662	0.676	0.800	0.668
x3.11	0.611	0.675	0.650	0.789	0.560
x3.12	0.656	0.650	0.706	0.828	0.592
x3.2	0.704	0.640	0.632	0.834	0.574
x3.3	0.647	0.661	0.627	0.793	0.563
x3.4	0.630	0.591	0.585	0.789	0.502
x3.5	0.644	0.620	0.646	0.777	0.583
x3.6	0.742	0.687	0.702	0.866	0.652
x3.7	0.622	0.620	0.548	0.789	0.545
x3.8	0.614	0.680	0.627	0.793	0.639
x3.9	0.574	0.602	0.573	0.770	0.582
y.1	0.625	0.823	0.658	0.622	0.576
y.10	0.570	0.791	0.580	0.636	0.550
y.11	0.581	0.753	0.599	0.587	0.550
y.12	0.705	0.812	0.691	0.707	0.673
y.2	0.643	0.839	0.659	0.579	0.620
y.3	0.641	0.809	0.631	0.651	0.672
y.4	0.725	0.857	0.692	0.707	0.664
y.5	0.694	0.834	0.785	0.737	0.665
y.6	0.668	0.825	0.713	0.671	0.641
y.7	0.620	0.813	0.579	0.617	0.579
y.8	0.685	0.869	0.742	0.684	0.592
y.9	0.638	0.801	0.622	0.658	0.575
z.1	0.635	0.678	0.864	0.667	0.635
z.10	0.695	0.729	0.873	0.674	0.644
z.11	0.741	0.757	0.857	0.728	0.652
z.12	0.666	0.659	0.822	0.680	0.564
z.2	0.667	0.688	0.864	0.661	0.665
z.3	0.718	0.714	0.849	0.725	0.687
z.4	0.644	0.688	0.847	0.632	0.655
z.5	0.653	0.696	0.858	0.667	0.679

THE INFLUENCE OF MOTIVATION, INCENTIVES AND COMPETENCIES ON THE PERFORMANCE OF OUTSOURCED EMPLOYEES (TAD) COLLECTION WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT BANK BTN BEKASI BRANCH OFFICE

Hijliansyah Marbun, Ngaliman, I Wayan Catra Yasa, Bambang Satriawan, Indrayani, Muhammad Gita Indrawan

z.6	0.668	0.693	0.845	0.698	0.661
z.7	0.651	0.642	0.847	0.644	0.593
z.8	0.666	0.672	0.847	0.648	0.642
z.9	0.673	0.700	0.873	0.665	0.616

Source: Researcher Processing Results Using SmartPLS 3 (n=120), 2023

Discriminant validity is related to the principle that measurements of different constructs should not be highly correlated (Abdillah, 2018). The discriminant validity test is assessed based on the cross loading of the measurement with the construct. Thus, the discriminant validity test has the provision that the cross loading correlation with other variables must be greater between indicators and other latent variables (Sarwono, 2015). The results of the research show that the cross loading value (value in bold) of each item against the construct is greater than items outside the construct, so that the relationship between the construct and the items is greater and worthy of being used as a measurement item.

4. R-Square

Table 6. R Square

	R Square	R Square Adjusted
Employee performance	0.762	0.753
Organizational Commitment	0.726	0.719

Source: Researcher Processing Results Using SmartPLS 3 (n=120), 2023

The data above was taken from the outer model of the organizational commitment and employee performance variables. This figure means that the influence of work motivation, incentives and competence on organizational commitment is 0.719 or 71.9%. Then the influence of work motivation, incentives, competence and organizational commitment on employee performance is 0.753 or 75.3%.

5. F-Square

Table 7. F-Square

	Incentive	Employee performance	Organizational Commitment	Competence	Work motivation
Incentive		0.065	0.129		
Employee performance					
Organizational Commitment		0.101			
Competence		0.071	0.111		
Work motivation		0.051	0.124		

Source: Researcher Processing Results Using SmartPLS 3 (n=120), 2023

The f square value is used to see whether or not there is a significant relationship between variables and to see the magnitude of the influence of each independent variable on the dependent variable (Hair et. al., 2017). The f square value < 0.020 can be stated that there is no effect between the relationship between the independent and dependent variables. If the f square value is between 0.02 and 0.15 then it is a small effect. If the f square value is between 0.15 and 0.35 then it is considered a medium effect. Meanwhile, if the f square value is greater than 0.35, it is considered a large effect (Hair et. al., 2017).

6. Q2 Predictive Relevance

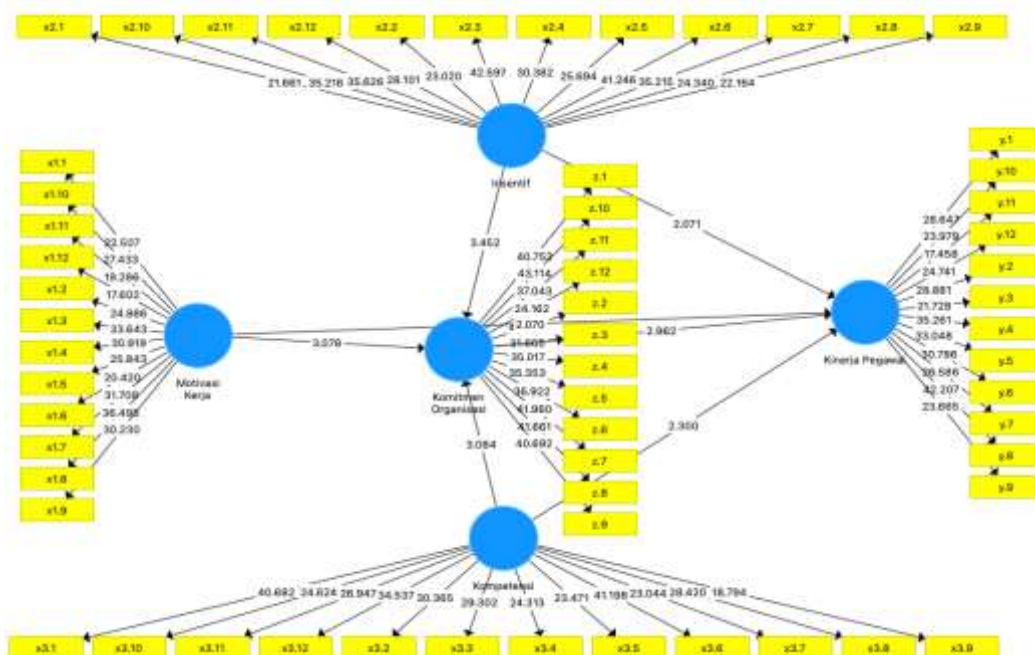
Table 8. Q2 Predictive Relevance

	SSO	SSE	Q ² (=1-SSE/SSO)
Incentive	1440,000	1440,000	
Employee performance	1440,000	720,047	0.500
Organizational Commitment	1440,000	686,322	0.523
Competence	1440,000	1440,000	
Work motivation	1440,000	1440,000	

Source: Researcher Processing Results Using SmartPLS 3 (n=120), 2023

The data above is a table of Q Square Predictive Relevance seen in the Construct Crossvalidated Redundancy in the total section. Predictive relevance is a test carried out to show how good the observation value is produced using a blindfolding procedure by looking at Q Square (Hair et. al., 2017). If the Q Square value > 0 then it can be said that the variables in the research have good observation value, whereas if the Q Square value < 0 then the variables in the research do not have good observation value.

b. Structural Model Testing (Inner Model)



THE INFLUENCE OF MOTIVATION, INCENTIVES AND COMPETENCIES ON THE PERFORMANCE OF OUTSOURCED EMPLOYEES (TAD) COLLECTION WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT BANK BTN BEKASI BRANCH OFFICE

Hijliansyah Marbun, Ngailiman, I Wayan Catra Yasa, Bambang Satriawan, Indrayani, Muhammad Gita Indrawan

Figure 2. Bootstrapping Calculation Results

Source: Researcher Processing Results Using SmartPLS 3 (n=120), 2023

The measurement results above are a significance test through the path coefficient which looks at whether the variables have a causal relationship between the variables that was formulated in the previous hypothesis with the following results:

Table 9. Path Coefficient Significance Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Incentives -> Employee Performance	0.234	0.240	0.113	2,071	0.039
Incentives -> Organizational Commitment	0.332	0.332	0.096	3,452	0.001
Organizational Commitment -> Employee Performance	0.296	0.291	0.100	2,962	0.003
Competency -> Employee Performance	0.248	0.245	0.108	2,300	0.022
Competency -> Organizational Commitment	0.316	0.323	0.103	3,084	0.002
Work_Motivation -> Employee Performance	0.180	0.183	0.087	2,070	0.039
Work_Motivation -> Organizational Commitment	0.284	0.281	0.092	3,078	0.002

Source: Researcher Processing Results Using SmartPLS 3 (n=120), 2023

Hypothesis test

a. Hypothesis Testing H1

The test was carried out to see whether work motivation had a positive effect on organizational commitment. The test results can be seen from table 4.11 above. The original sample estimate value was 0.284 with a t-statistic value of 3.078 > 1.96, which means work motivation has a positive effect on organizational commitment with a significance value of 0.002 (0.002 < 0.05). Based on the test results, it can be concluded that hypothesis 1 is accepted.

b. Hypothesis Testing H2

Tests were carried out to see whether incentives had a positive effect on organizational commitment. The test results can be seen from table 4.11 above. The original sample estimate value was 0.332 with a t-statistic value of 3.452 > 1.96, which means incentives have a positive effect on organizational commitment with a significance value of 0.001 (0.001 < 0.05). Based on the test results, it can be concluded that hypothesis 2 is accepted.

c. Hypothesis Testing H3

The test was carried out to see whether competency had a positive effect on organizational commitment. The test results can be seen from table 4.11 above. The original sample estimate value was 0.316 with a t-statistic value of 3.084 > 1.96, which means that competence has a positive effect on organizational commitment with a significance value of 0.002 (0.002 < 0.05). Based on the test results, it can be concluded that hypothesis 3 is accepted.



d. Hypothesis Testing H4

The test was carried out to see whether organizational commitment had a positive effect on employee performance. The test results can be seen from table 4.11 above. The original sample estimate value was 0.296 with a t-statistic value of $2.962 > 1.96$, which means organizational commitment has a positive effect on employee performance with a significance value of 0.003 ($0.003 < 0.05$). Based on the test results, it can be concluded that hypothesis 4 is accepted.

e. Hypothesis Testing H5

Testing was carried out to see whether work motivation had a positive effect on employee performance. The test results can be seen from table 4.11 above. The original sample estimate value was 0.180 with a t-statistic value of $2.070 > 1.96$, which means work motivation has a positive effect on employee performance with a significance value of 0.039 ($0.039 < 0.05$). Based on the test results, it can be concluded that hypothesis 5 is accepted.

f. Hypothesis Testing H6

Tests were carried out to see whether incentives had a positive effect on employee performance. The test results can be seen from table 4.11 above, the original sample estimate value is 0.234 with a t-statistic value of $2.071 > 1.96$, which means incentives have a positive effect on employee performance with a significance value of 0.039 ($0.039 < 0.05$). Based on the test results, it can be concluded that hypothesis 6 is accepted.

g. Hypothesis Testing H7

Testing was carried out to see whether competency had a positive effect on employee performance. The test results can be seen from table 4.11 above. The original sample estimate value was 0.248 with a t-statistic value of $2.300 > 1.96$, which means that competence has a positive effect on employee performance with a significance value of 0.022 ($0.022 < 0.05$). Based on the test results, it can be concluded that hypothesis 7 is accepted.

Mediation Analysis

Testing the effect of mediation to determine the effect of the independent variable on the dependent variable through the mediating variable can be done using Sobel Test analysis. The Sobel test is carried out by testing the strength of the indirect influence of the independent variable (X) on the dependent variable (Y) through the variable (Z). The calculated t value is compared with the t table value, if the calculated t value is greater than the t table (1.96), then it can be concluded that there is a mediation effect.

Table 10. Mediation Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Incentives -> Organizational Commitment -> Employee Performance	0.099	0.098	0.049	2,013	0.045
Competency -> Organizational Commitment -> Employee Performance	0.094	0.092	0.043	2,165	0.031

THE INFLUENCE OF MOTIVATION, INCENTIVES AND COMPETENCIES ON THE PERFORMANCE OF OUTSOURCED EMPLOYEES (TAD) COLLECTION WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT BANK BTN BEKASI BRANCH OFFICE

Hijliansyah Marbun, Ngaliman, I Wayan Catra Yasa, Bambang Satriawan, Indrayani, Muhammad Gita Indrawan

Work_Motivation -> Organizational Commitment -> Employee Performance	0.084	0.081	0.039	2,130	0.034
--	-------	-------	-------	-------	-------

Source: Researcher Processing Results Using SmartPLS 3 (n=120), 2023

Discussion

a. The Influence of Work Motivation on Employee Organizational Commitment at BTN Bekasi Branch Office

The test results show that the original sample estimate value is 0.284 with a t-statistic value of 3.078 > 1.96, which means work motivation has a positive effect on organizational commitment with a significance value of 0.002 (0.002 < 0.05). Based on the test results, it can be concluded that hypothesis 1 is accepted.

b. The Influence of Incentives on Employee Organizational Commitment at BTN Bekasi Branch Office

The test results show that the original sample estimate value is 0.332 with a t-statistic value of 3.452 > 1.96, which means incentives have a positive effect on organizational commitment with a significance value of 0.001 (0.001 < 0.05). Based on the test results, it can be concluded that hypothesis 2 is accepted.

c. The Influence of Competency on Employee Organizational Commitment at BTN Bekasi Branch Office

The test results show that the original sample estimate value is 0.316 with a t-statistic value of 3.084 > 1.96, which means that competence has a positive effect on organizational commitment with a significance value of 0.002 (0.002 < 0.05). Based on the test results, it can be concluded that hypothesis 3 is accepted.

d. The Influence of Organizational Commitment on Employee Performance at BTN Bekasi Branch Office

The test results show that the original sample estimate value is 0.296 with a t-statistic value of 2.962 > 1.96, which means that organizational commitment has a positive effect on employee performance with a significance value of 0.003 (0.003 < 0.05). Based on the test results, it can be concluded that hypothesis 4 is accepted.

e. The Influence of Work Motivation on Employee Performance at BTN Bekasi Branch Office

The test results show that the original sample estimate value is 0.180 with a t-statistic value of 2.070 > 1.96, which means work motivation has a positive effect on employee performance with a significance value of 0.039 (0.039 < 0.05). Based on the test results, it can be concluded that hypothesis 5 is accepted.



f. The Effect of Incentives on Employee Performance at BTN Bekasi Branch Office

The test results show that the original sample estimate value is 0.234 with a t-statistic value of $2.071 > 1.96$, which means incentives have a positive effect on employee performance with a significance value of 0.039 ($0.039 < 0.05$). Based on the test results, it can be concluded that hypothesis 6 is accepted.

g. The Influence of Competency on Employee Performance at BTN Bekasi Branch Office

The test results show that the original sample estimate value is 0.248 with a t-statistic value of $2.300 > 1.96$, which means that competence has a positive effect on employee performance with a significance value of 0.022 ($0.022 < 0.05$). Based on the test results, it can be concluded that hypothesis 7 is accepted.

h. The Influence of Work Motivation on Employee Performance at BTN Bekasi Branch Office Through Organizational Commitment

The test results show that the t-count value is 2.130 ($2.130 > 1.96$) with a sig value of 0.034 ($0.034 < 0.05$), so it can be concluded that hypothesis 8 states "the influence of work motivation on employee performance through organizational commitment", proven.

i. The Influence of Incentives on Employee Performance at BTN Bekasi Branch Office Through Organizational Commitment

The test results show that the t-value obtained is 2.013 ($2.013 > 1.96$) with a sig value of 0.045 ($0.045 < 0.05$), so it can be concluded that hypothesis 9 which states "the influence of incentives on employee performance through organizational commitment", is proven. .

j. The Influence of Competency on Employee Performance at BTN Bekasi Branch Office Through Organizational Commitment

The test results show that the t-value obtained is 2.165 ($2.165 > 1.96$) with a sig value of 0.031 ($0.031 < 0.05$), so it can be concluded that hypothesis 10 which states "the influence of incentives on employee performance through organizational commitment", is proven. .

4. CONCLUSION

Based on the results of the discussion in the previous explanation, it can be concluded as follows:

1. Work motivation partially has a significant and positive influence on employee organizational commitment at the BTN Bekasi Branch Office.
2. Partial incentives have a significant and positive influence on employee organizational commitment at the BTN Bekasi Branch Office.
3. Partial competency has a significant and positive influence on employee organizational commitment at the BTN Bekasi Branch Office.
4. Partial organizational commitment has a significant and positive influence on employee performance at the BTN Bekasi Branch Office.
5. Partial work motivation has a significant and positive influence on employee performance at the BTN Bekasi Branch Office.

THE INFLUENCE OF MOTIVATION, INCENTIVES AND COMPETENCIES ON THE PERFORMANCE OF OUTSOURCED EMPLOYEES (TAD) COLLECTION WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT BANK BTN BEKASI BRANCH OFFICE

Hijliansyah Marbun, Ngaliman, I Wayan Catra Yasa, Bambang Satriawan, Indrayani, Muhammad Gita Indrawan

6. Partial incentives have a significant and positive influence on employee performance at the BTN Bekasi Branch Office.
7. Partial competency has a significant and positive influence on employee performance at the BTN Bekasi Branch Office.
8. Partial work motivation has a significant and positive influence on employee performance at the BTN Bekasi Branch Office through organizational commitment.
9. Incentive partially has a significant and positive influence on employee performance at the BTN Bekasi Branch Office through organizational commitment.
10. Competence partially has a significant and positive influence on employee performance at the BTN Bekasi Branch Office through organizational commitment.

REFERENCES

- A.A. Anwar Prabu Mangkunegara. 2010. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT Remaja Rosdakarya
- A.A. Anwar Prabu Mangkunegara. 2017. *Manajemen Sumber Daya Manusia Perusahaan*, Bandung : Remaja Rosdakarya.
- Abraham H. Maslow.1970. *Motivation and Personality*.New York: Harper & Row Publisher.
- Albdour, A. A., dan Altarawneh, I. I. 2014. Employee engagement and organizational commitment: Evidence from Jordan. *International Journal of Business*, 19(2)
- Arif Yusuf Hamali. 2016. *Pemahaman manajemen sumberdaya mausia*. Yogyakarta: Center for Academic Publishing Service
- Bagus Dhermawan dkk, 2012, pengaruh motivasi,Lingkungan kerja,kompetensi Dan kompensasi terhadap kepuasan kerja dan kinerja pegawai di lingkungan kantor Dinas Pekerjaan Umum Provinsi Bali, *Jurnal Manajemen, Strategi Bisnis dan kewirausahaan*,vol 6.No.2 Agustus.
- Curtis D. D., McKenzie P. 2002. *Employability Skills for Australian Industry: Literature Review and Framework Development*. Canberra: Business Council of Australia, Australian Chamber of Commerce and Industry.
- Dell,Twyla, 1991, *Motivasi Kerja Yang Berhasil*, Binarupa Aksara, Jakarta.
- Dale, Timpe. 2013. *Seri Manajemen Sumber Daya Manusia Kinerja*, cetakan kelima, Jakarta : PT Elex Media Komputindo
- Diviani, G. M. 2015. Analisis pengaruh insentif terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel mediasi (studi pada karyawan perusahaan air minum kabupaten jepara). *Skripsi Undip*. Semarang : Fakultas Ekonomika & Bisnis.
- Efnita, Titik. 2017. "Pengaruh Variasi Produk, Kualitas Pelayanan, Harga dan Lokasi Terhadap Kepuasan Konsumen pada Wedding Organizer". *Jurnal AdBispreneur* Vol. 2. No. 2.
- Eko Widodo,Suparno.2015."Manajemen Pengembangan Sumber Daya Manusia".Yogyakarta: Pustaka Pelajar

- Fahmi, I. 2018. Analisis Kinerja Keuangan: Panduan bagi Akademisi, Manajer, dan Investor dan Menganalisis Bisnis dari Aspek Keuangan. Alfabeta
- Griffin, Ricky, W. & Ronald, J. Ebert. 1998. Bisnis. Jakarta: Prenhallindo, edisi bahasa Indonesia.
- Hersey, Paul dan Kenneth. H. Blanchard, Kepemimpinan Birokrasi, Terjemahaan Harbani Pasolong, 2013, Alfabeta, Bandung
- Harsuko Riniwati. 2016. Manajemen Sumber Daya Manusia (Aktivitas Utama dan Pengembangan Sumber Daya Manusia). Penerbit UB Press. Malang
- Hasibuan, Malayu. 2012. Manajemen Sumber Daya Manusia. Jakarta: PT Bumi Aksara
- Hasibuan, Malayu. 2008. Manajemen Sumber Daya Manusia. Edisi Revisia Jakarta: BumiAksara
- Irham Fahmi. 2016. Manajemen Sumber Daya Manusia Teori dan Aplikasi. Penerbit Alfabeta. Bandung
- L. Mathis, Robert & H. Jackson, John. 2011. *Human Resource Management* (edisi 10). Jakarta : Salemba Empat.
- Lesmana, Rini Astuti & Oki Prima Anugrah. 2018. "Pengaruh Motivasi Dan Beban Kerja Terhadap Kinerja Perawat Pada Rumah Sakit Umum Mitra Medika Medan." Jurnal Ilman 6(2): 42–50.
- Madar, A. R. & Buntat, Y. 2011. Elements of Employability Skills Among Students from Community Colleges Malaysia. *Journal of Technical, Vocational & Engineering Education*, 4 (12), 1-11
- Mangkunegara. 2011. Manajemen Sumber Daya Perusahaan. PT . Remaja Rosdakarya. Bandung
- Moehersono. 2012. "Pengukuran Kinerja Berbasis Kompetensi". Jakarta: Raja Grafindo Persada.
- Nafrizal, A. Rahman Lubis, Sofyan Idris. 2012. "Pengaruh Insentif, Motivasi kerja, Gaya kepemimpinan dan budaya organisasi terhadap kepuasan kerja serta dampaknya pada kinerja personil polri pada satuan kerja biro oprasi mapolda Aceh". *Jurnal Manajemen,Pacasarjana Universitas Syiah Kuala*.
- Panggabean, Mutiara S. 2010. Manajemen Sumber Daya Manusia. Bogor: Ghalia Indonesia
- Rivai, Veithzal. 2004. Manajemen Sumber Daya Manusia Untuk Perusahaan. Jakarta: Grafindo.
- Robbins, dan Judge. 2010. Perilaku Organisasi, Edisi kesepuluh (alih baasa Angelica). PT Index Kompleks Gramedia. Jakarta.
- Roy Sahputra Saragih & Hengki Mangiring Parulian Simarmata. 2018. Kepemimpinan, Kepuasan Kerja dan Motivasi terhadap Kinerja Pegawai. *Jurnal Ilmiah Manajemen Dan Bisnis*, Vol 19 No. 2
- Saptono, Idiannor Mahyuddin & Gerilyansyah Basrindu, 2017. Pengaruh Lingkungan Kerja Dan Motivasi Kerja Terhadap Pegawai Pada Dinas Tenaga Kerja Kabupaten Kapuas.
- Sarwoto. 2010. Dasar-Dasar Organisasi Dan Manajemen. Cetakan Keenambelas. Jakarta: Ghalia Indonesia
- Sianturi, Budiman. 2017. Pengaruh Motivasi Kerja dan Beban Kerja Terhadap Kepuasan Kerja Serta Dampaknya Pada Kinerja Pegawai Pada Kantor Pelayanan Pajak Pratama Bandung Bojonegara. Tesis Manajemen. Universitas Pasundan.
- Simamora, Henry. 2006. Manajemen Sumberdaya Manusia. Yogyakarta: Sekolah Tinggi Ilmu Ekonomi YKPN.
- Steers, RM dan Porter, L. W, 2011. Motivation and Work Behaviour. New York Accademic Press
- SitiImroatun, & Sukirman. 2016. Pengaruh Lingkungan Kerja, Kompensasi Kerja, Dan Motivasi Kerja Terhadap Kinerja Guru Ekonomi/ Akuntansi Di Sma Negeri SeKabupaten Wonosobo. *Economic Education Analysis Journal*, 5(1), 181–194.

THE INFLUENCE OF MOTIVATION, INCENTIVES AND COMPETENCIES ON THE PERFORMANCE OF OUTSOURCED EMPLOYEES (TAD) COLLECTION WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT BANK BTN BEKASI BRANCH OFFICE

Hijliansyah Marbun, Ngaliman, I Wayan Catra Yasa, Bambang Satriawan, Indrayani, Muhammad Gita Indrawan

- Sudaryo, Yoyo., Agus Aribowo, Nunung ayu Sofiati. 2018. Manajemen Sumber Daya Manusia, Kompensasi Tidak Langsung dan Lingkungan Kerja Fisik. Yogyakarta: Penerbit Andi.
- Suyadi Prawirosentono. 2011. "Manajemen Operasi", Edisi Ketiga, PT.Bumi Aksara, Jakarta.
- Syafrina, N., & Manik, S. (2018). Pengaruh lingkungan kerja terhadap kinerja karyawan pada pt. bank syariah mandiri. Al-Masraf: Jurnal Lembaga Keuangan dan Perbankan
- Torang, Dr.Syamsir.2014.Organisasi dan Manajemen.Bandung: Alfabeta
- Tsauri, Sofyan. Manajemen Kinerja Performance Management. Jember: STAIN Jember Press. 2014.
- Wahjono, Sentot Imam. 2010. Perilaku Organisasi. Yogyakarta : Graha Ilmu.
- Wibowo, 2006, *Manajemen Perubahan*, Alfabeta, Bandung
- Wibowo, *Manajemen Kinerja*, edisi ke-3, Jakarta: Rajawali Pers, 2010.
- Wondal, Regina R. et al. 2019. Pengaruh Kompensasi, Kompetensi dan Motivasi terhadap Kinerja Karyawan pada PT. Bank. Jurnal EMBA. Vol. 7 No.4 ISSN 2303-1174
- Yeh, Hueryren dan Dachuan Hong. 2012. The Mediating Effect of Organizational Commitment on Leadership Type and Job Performance.The Journal of Human Resource and Adult Learning, V 50 ol. 8, Num. 2,
- Zafar, Qadoos .et al. 2015. *The influence of Job stress on employees Performance in Pakistan. American Journal Of Social Science Research*. Vol. 1. No. 4.