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THE EFFECT OF WORK MOTIVATION, WORK COMPETENCE AND WORK LOAD ON INCREASING EMPLOYEE PRODUCTIVITY WITH INCENTIVES AS AN INTERVENING VARIABLE AT PT WULING MAJU MOTOR

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Abstract

This study examines the Influence of Work Motivation, Work Competence and Workload on Increasing Employee Productivity with Incentives as Intervening Variables at PT Wuling Maju Motor. This research approach is quantitative research. The data analysis technique in this study uses Partial Least Square (PLS) which is a Multivariate Analysis in the second generation using structural equation modeling (Structural Equation Model/SEM). The results of the study Work Motivation has a significant influence on the Incentive Provision variable. Work Competence has a significant influence on the Incentive Provision variable. Workload has a significant influence on the Incentive Provision variable. Incentive Provision has a significant influence on the Employee Productivity variable. Work Motivation has a significant influence on the Employee Productivity variable. Work Competence has a significant influence on the Employee Productivity variable. Workload has a significant influence on the Employee Productivity variable. Incentive Provision has a positive and significant influence in mediating Work Motivation on Employee Productivity. Incentive Provision has a positive and significant influence in mediating Work Competence on Employee Productivity. The provision of incentives has a positive and significant effect in mediating workload on employee productivity.

Keywords : ***Work Motivation, Work Competence, Workload, Increasing Employee Productivity and Providing Incentives***

1. INTRODUCTION

Human resources are the most important element of every organization or company which greatly influences the work results of each organization or company. PT. Wuling Maju Motor Batam is one of the companies engaged in the automotive sector, especially cars. The company is located in the Nagoya Gateway Complex, Jl. Raden Patah No.7, Lubuk Baja, Batam City, Riau Islands 29432, which carries out company activities which are essentially selling various types of cars with the Wuling brand. PT. Wuling Maju Motor Batam continues to provide maximum service, with promotions with easy purchases by customers through financing from PT. SGMW Multifinance Indonesia (WF), namely special financing for Wuling cars. Performance is generally interpreted as a person's success in carrying out their work. Employee performance is the work results achieved by a person in carrying out the tasks assigned to him to achieve work targets. Work motivation as a driving force greatly influences work achievement. Without motivation, employees will not be able to complete their work optimally because there is no will from within the employee himself, there is only a routine behind. Motivation will greatly affect employee performance, employees with low levels of motivation will be very different from employees with very high motivation. Motivation is not only in the form of material, there is praise. The number of employees at PT. Wuling Maju Motor Batam in the last five years can be assessed in the following table:

Table 1.1
Number of Employees at PT. Wuling Maju Motor Batam in 2019-2023

Year	Number of employees	Percentage of Development
2019	53	-
2020	54	2.63%
2021	52	(5.12%)
2022	59	18.91%
2023	57	4.54%

Source: PT. Wuling Maju Motor Batam

Based on the table, it is known that the number of employees at PT. Wuling Maju Motor Batam has experienced fluctuating developments. In 2021, there was a layoff of employees due to the pandemic and declining sales, in 2022 the number of employees began to increase but the number is still fluctuating each month. The application of performance indicators is a measure of quantity that describes the level of achievement of an activity that has been set by the organization. The determination of these performance indicators must be based on realistic and rational estimates by considering the goals and objectives and supporting data in the organization. Data on incentives provided at PT. Wuling Maju Motor Batam can be seen in the following table.

Table 1.2
Data on Incentive Provision at PT. Wuling Maju Motor Batam 2019-2023

Year	Incentive	Percentage of Development
2019	Rp. 1,210,000	-
2020	Rp. 1,250,000	19.04%
2021	Rp. 1,200,000	(20%)
2022	Rp. 1,350,000	75%
2023	Rp. 1,250,000	(28.57%)

Source: PT. Wuling Maju Motor Batam

Based on the table above, it can be seen that the amount of incentives from 2019-2023 fluctuated but tended to increase. In 2021, the amount of incentives did not decrease. This is due to the impact of Covid-19. In 2022, the amount of incentives increased again by 75%. However, in 2023, it decreased again by 28.57%. The amount of incentives obtained is the average of the incentives each month compared to the number of employees. However, the incentive is not given every month, incentives are obtained if sales in certain months increase. he decline in employee work productivity can be seen from the amount of sales of Wuling car products. Wuling launched one of the car brands with the Multi Purpose Vehicle (MVP) type. Among the several Wuling products, there are best-selling products that can be seen in table 1.1 regarding Wuling Car Sales Data for the 2021-2023 Period.

Table 1.3
Wuling Car Sales Data Period 2021-2023

No	Wuling Type	2021	2022	2023
1	Wuling Formo	12	19	12
2	Wuling Cortez	21	35	24
3	Wuling Confero	64	63	54
4	Wuling Almaz	41	29	22
Total		138	146	112

Source: Primary Data (2024)

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Based on table 1.1, Wuling car sales data for the 2021-2023 period shows that the Wuling Confero type is the most popular compared to other Wuling types. This is because people in Indonesia, especially in Batam City, predominantly want a quality product at a relatively affordable price. Lack of employee motivation is caused by employees not getting enough encouragement and direction in doing their work because it is triggered by relationships between fellow employees who behave individually. As a leader or superior, there is less encouragement to foster enthusiasm and motivation for employees. So that employees are lazy in working and often pile up work. This is what reduces employee performance, because employees do not work optimally.

There is a phenomenon about problems related to Competence as a basic characteristic of a person that allows them to produce superior performance in their work. Competence is also a deep part of personality and is inherent in a person with predictable behavior in various circumstances and work tasks. Researchers observed a phenomenon related to employee competence at PT. Wuling Maju Motor Batam is that several employees are placed in work positions that are not in accordance with their abilities so that performance is less than optimal. several employees are also not skilled in completing work tasks so that it takes a long time to complete the work which has an impact on several times experiencing delays in completing the work. In addition, some jobs are not able to be completed properly by employees. This condition shows the phenomenon of low employee competence at PT. Wuling Maju Motor Batam.

2. IMPLEMENTATION METHOD

This research approach is quantitative research. The research that will be carried out uses quantitative research. Quantitative research methods are defined as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, statistical data analysis with the aim of testing the established hypothesis. (Sugiyono, 2017:60).

According to Sugiyono (2016: 84) Nonprobability Sampling is a sampling technique that does not provide equal opportunities or chances for each element or member of the population to become a sample. According to Sugiyono (2016: 86) Saturated sampling technique is a sampling determination technique when all members of the population are used as samples. The sample in this study was taken from the target population, namely 102 employees of PT. Wuling Maju Motor Batam.

The data source used in this study is primary data. Primary data is data collected or obtained by the author directly. According to Nazir in the book Research Data Analysis (2019), primary data is data obtained directly from the field or research object, either in the form of measurements, observations, or interviews. In this study, the primary data source was obtained from indirect questionnaire answers or in the form of a Google form distributed to respondents.

The data analysis technique in this study uses Partial Least Square (PLS) which is a second-generation Multivariate Analysis using structural equation modeling (Structural Equation Model/SEM). PLS can be used for small sample sizes, and of course with a large sample size it will be more capable of increasing estimation precision. PLS does not require the requirement of data distribution assumptions to be normal or not. The form of the construct can use a reflective or formative model. The maximum number of indicators is also quite large, namely 1000 indicators (Hair, Hult, Ringle, & Sarstedt, 2014).

3. RESULTS AND DISCUSSION

3.1 Evaluation of Measurement Model (Outer Model)

The measurement model (outer model) is confirmatory factor analysis (CFA) by testing the validity and reliability of latent constructs. The following are the results of the outer model evaluation in this study.

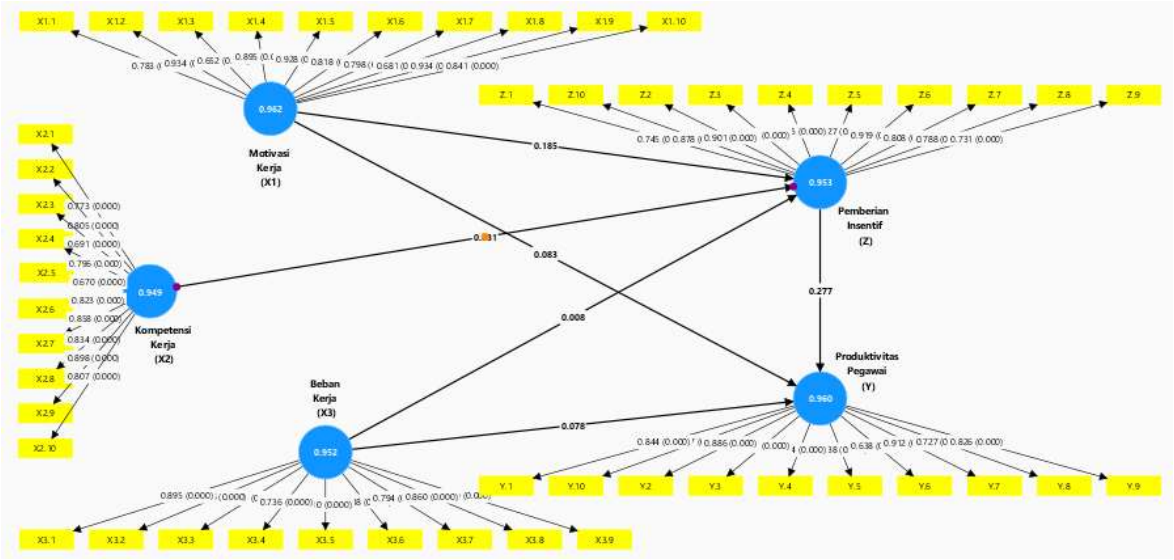

Figure 3.1. Outer Model

To test the validity of data, convergent validity can be used to see the loading factor value and discriminant validity by looking at the cross loading value. In this study, a loading factor of 0.7 was used with the algorithm calculation on Smart PLS 3.0. The following are the results of the convergent validity measurement model test using the loading factor which can be seen in Table 3.1:

Table 3.1
Results of Instrument Validity Test Using Loading Factor

Outer Loadings	(Outer Loading)
X1.1→ Work Motivation (X1)	0.838
X1.2→ Work Motivation (X1)	0.948
X1.3→ Work Motivation (X1)	0.885
X1.4→ Work Motivation (X1)	0.857
X1.5→ Work Motivation (X1)	0.846
X1.6→ Work Motivation (X1)	0.864
X1.7→ Work Motivation (X1)	0.852
X1.8→ Work Motivation (X1)	0.984
X1.9→ Work Motivation (X1)	0.901
X1.10→ Work Motivation (X1)	0.802
X2.1→ Job Competence (X2)	0.857
X2.2→ Job Competence (X2)	0.880
X2.3→ Job Competence (X2)	0.802
X2.4→ Job Competence (X2)	0.895
X2.5→ Job Competence (X2)	0.802
X2.6→ Job Competence (X2)	0.831
X2.7→ Work Competence (X2)	0.911
X2.8→ Job Competence (X2)	0.820
X2.9→ Job Competence (X2)	0.812

X2.10→ Job Competence (X2)	0.802
X3.1→ Workload (X3)	0.855
X3.2→ Workload (X3)	0.820
X3.3→ Workload (X3)	0.842
X3.4→ Workload (X3)	0.940
X3.5→ Workload (X3)	0.847
X3.7→ Workload (X3)	0.803
X3.7→ Workload (X3)	0.839
X3.8→ Workload (X3)	0.857
X3.9→ Workload (X3)	0.818
Y.1→ Employee Productivity (Y)	0.809
Y.2→ Employee Productivity (Y)	0.841
Y.3→ Employee Productivity (Y)	0.812
Y.4→ Employee Productivity (Y)	0.804
Y.5→ Employee Productivity (Y)	0.823
Y.6→ Employee Productivity (Y)	0.940
Y.7→ Employee Productivity (Y)	0.923
Y.8→ Employee Productivity (Y)	0.912
Y.9→ Employee Productivity (Y)	0.857
Y.10→ Employee Productivity (Y)	0.824
Z.1→ Incentive Provision (Z)	0.863
Z.2→ Incentive Provision (Z)	0.854
Z.3→ Incentive Provision (Z)	0.866
Z.4→ Incentive Provision (Z)	0.955
Z.5→ Incentive Provision (Z)	0.890
Z.6→ Incentive Provision (Z)	0.822
Z.7→ Incentive Provision (Z)	0.865
Z.8→ Incentive Provision (Z)	0.891
Z.9→ Incentive Provision (Z)	0.984
Z.10→ Incentive Provision (Z)	0.806

Source: Processed primary data (2024)

Based on Table 4.8 above, it can be seen that all the loading factor values of Employee Productivity (Y), Workload variable (X3), Work Competence variable (X2), Work Motivation variable (X1) and Incentive Provision variable (Z) with the criteria of loading factor value of each instrument (> 0.7), so it can be concluded that each indicator in this study is valid. Therefore, these indicators can be used to measure research variables. The following are the results of testing the discriminant validity measurement model using cross loading which can be seen in Table 3.2:

Table 3.2
Results of Instrument Validity Test Using Cross Loading

	Y	X3	X2	X1	Z
X1.1	0.788	0.797	0.795	0.793	0.825
X1.2	0.816	0.731	0.742	0.788	0.788
X1.3	0.816	0.731	0.837	0.768	0.768
X1.4	0.734	0.731	0.837	0.788	0.788
X1.5	0.741	0.713	0.737	0.721	0.721
X1.6	0.790	0.766	0.742	0.730	0.730
X1.7	0.790	0.763	0.769	0.730	0.743

X1.8	0.735	0.761	0.769	0.730	0.712
X1.9	0.909	0.914	0.931	0.949	0.949
X1.10	0.954	0.914	0.931	0.916	0.916
X2.1	0.947	0.925	0.931	0.914	0.914
X2.2	0.947	0.925	0.931	0.957	0.957
X2.3	0.871	0.886	0.929	0.869	0.869
X2.4	0.858	0.886	0.836	0.869	0.839
X2.5	0.871	0.861	0.836	0.889	0.849
X2.6	0.871	0.886	0.836	0.852	0.852
X2.7	0.795	0.795	0.893	0.802	0.802
X2.8	0.795	0.839	0.787	0.802	0.802
X2.9	0.721	0.804	0.787	0.749	0.749
X2.10	0.747	0.804	0.805	0.748	0.739
X3.1	0.747	0.742	0.728	0.789	0.799
X3.2	0.834	0.897	0.805	0.876	0.876
X3.3	0.834	0.897	0.728	0.815	0.825
X3.4	0.834	0.868	0.805	0.805	0.876
X3.5	0.814	0.907	0.851	0.735	0.825
X3.6	0.814	0.808	0.851	0.763	0.876
X3.7	0.782	0.769	0.851	0.833	0.825
X3.8	0.743	0.729	0.815	0.783	0.876
X3.9	0.743	0.769	0.860	0.712	0.815
Y.1.	0.743	0.769	0.734	0.822	0.811
Y.2	0.719	0.714	0.734	0.822	0.735
Y.3	0.832	0.849	0.734	0.912	0.735
Y.4	0.832	0.908	0.789	0.835	0.701
Y.5	0.845	0.849	0.730	0.894	0.735
Y.6	0.845	0.911	0.894	0.951	0.731
Y.7	0.884	0.894	0.826	0.814	0.857
Y.8	0.963	0.945	0.848	0.814	0.850
Y.9	0.806	0.792	0.899	0.773	0.843
Y.10	0.850	0.792	0.952	0.924	0.812
Z.1	0.761	0.710	0.815	0.924	0.860
Z.2	0.910	0.925	0.815	0.868	0.953
Z.3	0.937	0.925	0.745	0.908	0.841
Z.4	0.937	0.912	0.944	0.866	0.812
Z.5	0.875	0.901	0.944	0.829	0.742
Z.6	0.875	0.868	0.919	0.848	0.943
Z.7	0.849	0.802	0.893	0.939	0.906
Z.8	0.849	0.802	0.808	0.866	0.814
Z.9	0.838	0.810	0.801	0.758	0.855
Z.10	0.861	0.842	0.859	0.850	0.845

Source: Processed primary data (2024)

Based on Table 3.2 above, it can be seen that all cross loading values of each targeted indicator have a higher correlation with each variable compared to other variables. It can be concluded that the indicators above are valid as a whole. The following are the results of reliability calculations using Average Variance Extracted (AVE), Cronbach Alpha and Composite Reliability which can be seen in the following table:

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Table 3.3
Calculation of AVE, Cronbach Alpha, and Composite Reliability

	Cronbach's alpha	Rho_a	Rho_c	AVE
Employee Productivity (Y)	0.948	0.951	0.913	0.899
Workload (X3)	0.921	0.932	0.942	0.914
Work Competence (X2)	0.908	0.904	0.938	0.903
Work Motivation (X1)	0.947	0.928	0.898	0.893
Incentive Grant (Z)	0.911	0.893	0.919	0.879

Source: Processed primary data (2024)

Based on Table 3.3 above, it can be seen that the Cronbach Alpha value of the Employee Productivity variable (Y) is 0.948, the Workload variable (X3) is 0.921, the Work Competence variable (X2) is 0.908, the Work Motivation variable (X1) is 0.947 and the Incentive Provision variable (Z) is 0.911. From the calculation results above, it can be seen that all indicators are reliable in measuring their latent variables.

3.2 Structural Model Evaluation (Inner Model)

Evaluation of the inner model can be seen from several indicators including the coefficient of determination (R2), Predictive Relevance (Q2) and Goodness of Fit Index (GoF) (Hussein, 2015). The results of the structural model displayed by Smart PLS 3.0 in this study are as follows:

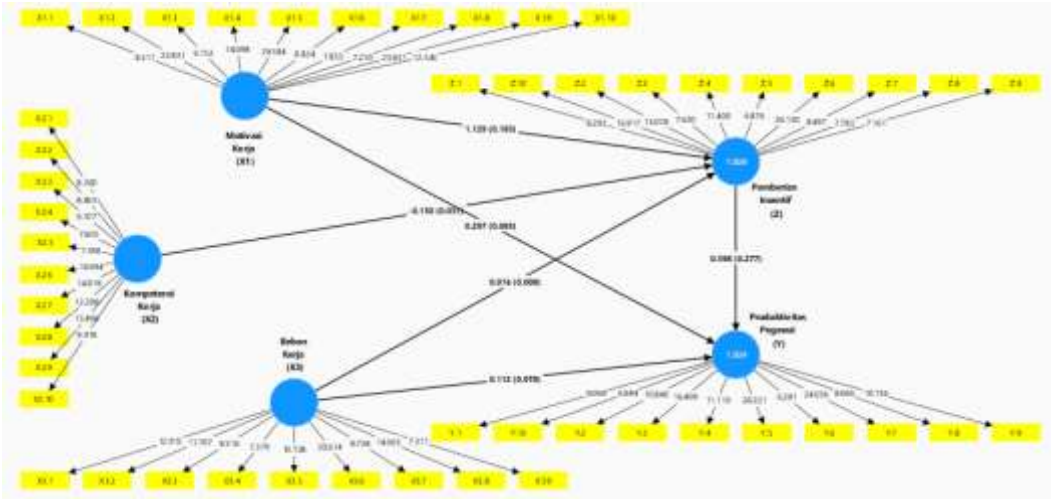

Figure 3.2 Structural Model (Inner Model)

3.3 R-Square Determination Test Results (R2)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The results of the r2 calculation in this study are as follows:

Table 3.4R-Square Determination Test (R2)

	R-square	Adjusted R-square
Employee Productivity (Y)	0.892	0.983
Incentive Grant (Z)	0.899	0.925

Source: Processed primary data (2024)

Based on the calculation results using bootstapping in Table 3.4 above, it is known that the r2 value of the Employee Productivity variable (Y) is 0.983, which means that the Employee Productivity variable (Y) is influenced by the Workload variable (X3), Work Competence variable (X2), Work Motivation variable (X1) or in other words the contribution of the Workload variable (X3), Work Competence variable (X2), Work Motivation variable (X1) is 98.3%. It is known that the r2 value of the Incentive Provision variable (Z) is 0.925, which means that the Incentive Provision variable (Z) is influenced by the Workload variable (X3), Work Competence variable (X2), Work Motivation variable (X1) or in other words, the contribution of the Workload variable (X3), Work Competence variable (X2), Work Motivation variable (X1) is 92.5%.

1. Goodness of Fit Model

   The calculation of goodness of fit can be used to determine the magnitude of the contribution given by exogenous variables to endogenous variables. The GoF value in PLS analysis can be calculated using Q-square predictive relevance (Q2). The following are the results of the calculation of the Goodness of Fit Model in this study:

$$Q2= 1 – (1 – r12) (1 – r22)$$

$$Q2= 1 – (1 – 0.983) (1 – 0.925)$$

$$Q2= 0.9987$$

Based on the calculation above, the Q-square predictive relevance (Q2) value is 0.9987 or 99.87%. This is able to show that the diversity of Employee Productivity variables (Y) can be explained by the model as a whole by 0.9987 or it can also be interpreted that the contribution of the Workload variable (X3), Work Competence variable (X2), Work Motivation variable (X1) to the Employee Productivity variable (Y) as a whole is 99.87%, while the remaining 0.13% is the contribution of variables not discussed in this study.

3.4 Hypothesis Testing

1. Testing Results T-Test (Partial)

Table 3.5
T-Test (Partial)

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T statistics (|O/STDEV|)*	*P Values*
Work Motivation (X1) -> Incentive Provision (Z)	0.804	0.782	0.117	6,867	0.000
Job Competence(X2) -> Incentive Provision (Z)	0.757	0.746	0.093	8.165	0.000
Workload (X3) -> Incentives (Z)	0.738	0.727	0.094	7,832	0.000
Incentive Giving (Z) -> ProductivityEmployee(Y)	0.813	0.786	0.194	8,692	0.000
Work Motivation (X1) -> ProductivityEmployee(Y)	0.846	0.832	0.110	7,671	0.000
Job Competence(X2) -> ProductivityEmployee(Y)	0.621	0.599	0.123	5,040	0.000

Workload (X3) -> ProductivityEmployee(Y)	0.792	0.775	0.106	7,481	0.000

a. Work Motivation (X1) has a significant influence on the variable of Incentive Provision (Z). The variable of Work Motivation (X1) has a t-statistic value of 6.867 and a p-value of 0.000. The t-statistic value of Work Motivation (X1) is above the t-table value of 1.96 (6.867> 1.96), with a p-value of 0.000 <0.05 so that the first hypothesis is accepted. The first hypothesis is that Work Motivation (X1) has a significant influence on the variable of Incentive Provision (Z).
b. Job Competence (X2) has a significant influence on the variable of Incentive Provision (Z). The variable of Job Competence (X2) has a t-statistic value of 8.165 and a p-value of 0.000. The t-statistic value of Job Competence (X2) is above the t-table value of 1.96 (8.165 > 1.96), with a p-value of 0.000 < 0.05 so that the second hypothesis is accepted. The second hypothesis is that Job Competence (X2) has a significant influence on the variable of Incentive Provision (Z).
c. Workload (X3) has a significant effect on the variable of Incentive Provision (Z). The variable of Workload (X3) has a t-statistic value of 7.832 and a p-value of 0.000. The t-statistic value of Workload (X3) is above the t-table value of 1.96 (7.832> 1.96), with a p-value of 0.000 <0.05 so that the third hypothesis is accepted. The third hypothesis is that Workload (X3) has a significant effect on the variable of Incentive Provision (Z).
d. Incentive Provision (Z) has a significant influence on the Employee Productivity variable (Y). The Incentive Provision variable (Z) has a t-statistic value of 8.692 and a p-value of 0.000. The t-statistic value of Incentive Provision (Z) is above the t-table value of 1.96 (8.692> 1.96), with a p-value of 0.000 <0.05 so that the third hypothesis is accepted. The third hypothesis is that Incentive Provision (Z) has a significant influence on the Employee Productivity variable (Y).
e. Work Motivation (X1) has a significant influence on the Employee Productivity variable (Y). The Work Motivation variable (X1) has a t-statistic value of 7.671 and a p-value of 0.000. The t-statistic value of Work Motivation (X1) is above the t-table value of 1.96 (7.671 > 1.96), with a p-value of 0.000 < 0.05 so that the third hypothesis is accepted. The third hypothesis is that Work Motivation (X1) has a significant influence on the Employee Productivity variable (Y).
f. Job Competence (X2) has a significant influence on the Employee Productivity variable (Y). The Job Competence variable (X2) has a t-statistic value of 5.040 and a p-value of 0.000. The t-statistic value of Job Competence (X2) is above the t-table value of 1.96 (5.040 > 1.96), with a p-value of 0.000 < 0.05 so that the third hypothesis is accepted. The third hypothesis is that Job Competence (X2) has a significant influence on the Employee Productivity variable (Y).
g. Workload (X3) has a significant influence on the Employee Productivity variable (Y). The Workload variable (X3) has a t-statistic value of 7.481 and a p-value of 0.000. The t-statistic value of Workload (X3) is above the t-table value of 1.96 (7.481> 1.96), with a p-value of 0.000 <0.05 so that the third hypothesis is accepted. The third hypothesis is that Workload (X3) has a significant influence on the Employee Productivity variable (Y).

2. Indirect Effect Intervening Test

The indirect influence test is carried out by testing the strength of the indirect influence of the independent variable (variable X) on the dependent variable (variable Y) through the intervening variable (variable Z) with the condition that the t-statistic value is > 1.96.

Table 3.6
Intervening Test

	Original Sample (O)	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T statistics (|O/STDEV|)*	*P Values*
Work Motivation (X1) -> Incentive Provision (Z) -> ProductivityEmployee(Y)	0.765	0.743	0.099	7,699	0.000
Job Competence(X2) -> Incentive Provision (Z) -> ProductivityEmployee(Y)	0.834	0.805	0.102	8.173	0.000
Workload (X3) -> Incentives (Z) -> ProductivityEmployee(Y)	0.707	0.688	0.108	6,531	0.000

Source: Processed primary data (2024)

a. Work Motivation (X1) has a positive effect on Employee Productivity (Y) mediated by Incentive Provision (Z) greater than the statistical value (1.96) with a large influence of 7,699 and p-value> 0.05 spread of 0.000. So it can be concluded that Incentive Provision (Z) has a positive and significant effect in mediating Work Motivation (X1) on Employee Productivity (Y).
b. Work Competence (X2) has a positive effect on Employee Productivity (Y) mediated by Incentive Provision (Z) greater than the statistical value (1.96) with a large influence of 8.173 and p-value> 0.05 spread of 0.000. So it can be concluded that Incentive Provision (Z) has a positive and significant effect in mediating Work Competence (X2) on Employee Productivity (Y).
c. Workload (X3) has a positive effect on Employee Productivity (Y) mediated by Incentive Provision (Z) greater than the statistical value (1.96) with a large influence of 6,531 and p-value> 0.05 spread of 0.000. So it can be concluded that Incentive Provision (Z) has a positive and significant effect in mediating Workload (X3) on Employee Productivity (Y).

4. CONCLUSION

Based on the research results explained in the previous chapter, the following research conclusions can be obtained:

1) Work Motivation has a significant influence on the Incentive Provision variable.
2) Work Competence has a significant influence on the Incentive Provision variable.
3) Workload has a significant influence on the Incentive Provision variable.
4) The provision of incentives has a significant influence on the Employee Productivity variable.
5) Work Motivation has a significant influence on the Employee Productivity variable.
6) Work Competence has a significant influence on the Employee Productivity variable.
7) Workload has a significant influence on the Employee Productivity variable.
8) The provision of incentives has a positive and significant effect in mediating work motivation on employee productivity.
9) The provision of incentives has a positive and significant effect in mediating Work Competence on Employee Productivity.
10) The provision of incentives has a positive and significant effect in mediating workload on employee productivity.

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