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The Influence of Salary, Incentives and Work Discipline on the Performance of Sales Division Employees at PT. Mora Telematika Indonesia

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Abstract: This study aims to determine the effect of salary, incentives, and work discipline on the performance of sales division employees at PT Mora Telematics Indonesia both partially and simultaneously using SPSS version 24. This research uses quantitative methods by collecting primary data through form to respondents (Sales Division of PT. Mora Telematics Indonesia), then the data is obtained by statistical analysis by conducting instrument tests, namely validity and reliability tests, classical assumption tests, namely multicollinearity test, autocorrelation test, heteroscedasticity test and normality test, multiple linear regression analysis test, hypothesis testing, namely t test and f test and coefficient of determination test. From the results of data analysis shows that 1) Salary has a positive and significant effect on employee performance, it is known that the tcount> ttable value is 2.113> 2.01290 with a significant value of 0.040 <0.05. 2) Incentives have a positive and significant effect on employee performance, it is known that the tcount> ttable value is 2.976> 2.01290 with a significant value of 0.000 <0.05. 3) Work Discipline has a positive and significant effect on employee performance, it is known that the tcount> ttable value is 3.785> 2.01290 with a significance value of 0.005 <0.05. 4) Salary, Incentives, and Work Discipline simultaneously have a positive and significant effect on the performance of sales division employees at PT. Mora Telematics Indonesia with an Fcount> Ftable value of 61,961> 3.20 and a significance value of 0.000 <0.05. And with this, it can also be seen that the results of multiple linear regression tests are Y = 1.531+ 0.243 Incentives, and Work Discipline on the Performance of Employees of the Sales Division of PT Mora Telematics Indonesia with a percentage of 78.4% of the results of the determination coefficient.

Keywords: Salary, Incentive, Work Discipline, Employee

INTRODUCTION

Human resource management is part of management science which means an effort to direct and manage human resources in a company to be able to think and act as expected by

the company (Hasibuan, 2017). An advanced company is certainly produced by employees who can manage the company in the desired direction of progress (Hamali, 2018). Competition between companies in the era of globalization is getting tighter, so a company is expected to have good productivity. Good productivity will provide a positive value in the risk assessment by its investors. If it is in accordance with the results of the risk assessment by investors, retained earnings will increase, which will be followed by an increase in asset growth through additional investment (Yosepha et al., 2024). To produce good productivity, one of them is the existence of human resources who can meet performance indicators in the form of the quantity of work results, efficiency in carrying out tasks, and high initiative (Afandi, 2021). Therefore, human resources are needed who are able to master technology quickly, adaptively, and responsively to technological changes. PT. Mora Telematika Indonesia or better known as Moratelindo is an industrial telecommunications service provider company in Indonesia which is currently growing quite rapidly and is a new telecommunications company in Indonesia that already has the best and most complete Fiber Optic and Backbone Infrastructure that is able to compete with other telecommunication companies such as PT. Telkom Indonesia, PT. Indosat Tbk, and PT. Biznet.

Established in 2000, PT. Mora Telematika Indonesia started its business as a provider of internet and calling card services, and has now grown into one of the domestic and international telecommunications service network operators that runs its business in the broadband ecosystem, namely the internet, data centers, and interconnection network rentals. In carrying out all its activities, PT. Mora Telematika Indonesia is also inseparable from the role of human elements as workers. These workers need special attention so that they become quality workers and achieve optimal performance. Employee performance is a real manifestation or work result achieved by employees in a company. The performance of an employee is generally an important thing in carrying out their duties, with good employee performance, the company is expected to be able to pay attention to several factors that affect the quality of employee performance. These factors include salary, incentives and work discipline.

Management comes from the word "to manage" which means to manage. discusses what is regulated, what is the purpose of regulating, why it should be regulated, who regulates, and how to regulate it (Hasibuan, 2014).

Performance is a tangible manifestation of a person's ability or level of achievement of work results in a company for the implementation of certain tasks. Performance is the result of work achieved by a person in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals that do not violate the law and do not contradict morals and ethics (Afandi, 2018). Employee performance can also be interpreted as the quality and quantity of work results achieved by employees in carrying out the work tasks for which they are responsible (Mangkunegara, 2000).

Salary according to (Mardi, 2014) is a right or payment to employees of the company where they work. Factors that influence in determining the amount of salary are the prevailing salary level, the influence of labor unions, government regulations, the company's strategic policies, international salary levels, and productivity costs (Rivai, 2006). Meanwhile, satisfaction with salary can be measured by indicators of feasibility, work motivation, and job satisfaction (Kurniati et al., 2014).

Incentives can be formulated as adequate remuneration for employees whose achievements exceed the standards that have been set. According to (Sopiah; Sangadji, 2018) Incentives are rewards paid to employees for their work results that exceed the standard. Assuming that money can be used to encourage employees to work even harder, then those who are productive prefer their salaries to be paid based on their performance. Meanwhile, according to (Larasati, 2018) Incentives are a form of appreciation for workers whose giving is not fixed as a motivation to be more productive.

Work Discipline according to (Gatto & Awangga, 2023) is the sense of awareness of an employee to behave well and have the willingness to obey the rules and norms set by the company. The same thing is also stated (Sinambela, 2016) that work discipline is the awareness and willingness of employees to obey all company regulations and applicable social norms. Thus, work discipline is very important for the growth of the company, especially to motivate employees to be self-disciplined in carrying out work both individually and in groups.

Theoretical Model

This study focuses on the relationship between salary, incentives, and work discipline with performance. Salary is very influential which is expected to increase discipline, which ultimately has an impact on performance. By integrating these factors, this model provides a comprehensive framework for understanding the dynamics of performance in the employee environment of PT Mora Telematika.

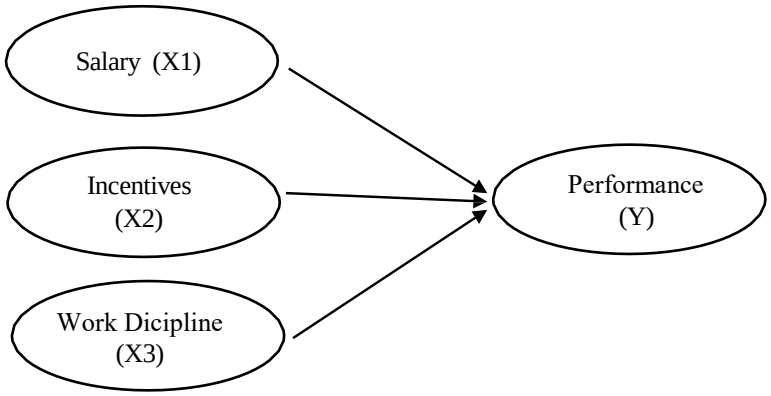


Figure 1. Thinking Framework

Research Hypothesis

Ho: There is no influence of salary on employee performance in the sales division of PT. Mora Telematika Indonesia.
Ha: It is suspected that there is an influence of salary on the performance of employees of the Sales Division of PT. Mora Telematika Indonesia.
Ho: There is no Influence of Incentives on the Performance of Sales Division Employees of PT. Mora Telematika Indonesia.
Ha: It is suspected that there is an Influence of Incentives on the Performance of Employees in the Sales Division of PT. Mora Telematika Indonesia.
Ho: There is no influence of work discipline on employee performance in the sales division of PT. Mora Telematika Indonesia.
Ha: It is suspected that there is an Influence of Work Discipline on the Performance of Employees of the Sales Division of PT. Mora Telematika Indonesia.
Ho: There is no influence of salary, incentives, and work discipline on employee performance in the sales division of PT. Mora Telematika Indonesia.
Ha: It is suspected that there is an influence of salary, incentives, and work discipline on the performance of employees of the Sales Division of PT. Mora Telematika Indonesia.

METHOD

Research Design

This study adopts a quantitative research design, which focuses on numerical data and statistical measurements to test the proposed hypothesis. Quantitative methods, as explained by (Sujarweni, 2015), are very useful for examining causal relationships by collecting

measurable data and using statistical tools. The quantitative approach is ideal for assessing the effect of salary, incentives, and discipline on employee performance, because these variables can be measured and analyzed quantitatively.

Research Location

In this writing, the author conducted research at the office of PT. Mora Telematika Indonesia Graha 9, Jl. Menteng District, Central Jakarta City 10320.

Research Population

The population in this study were employees of the sales division at the office of PT. Mora Telematika Indonesia who have the status of Permanent and Contract Employees totaling 50 people.

Data Collection Techniques

Purposive sampling technique is used to select samples from the population. Purposive sampling is appropriate when certain criteria must be met by the participants. In this study, the main criterion is the involvement of respondents in the task at PT Mora Telematika Indonesia. The final sample consisted of 50 respondents, which was considered sufficient for statistical analysis.

Method of collecting data

Primary data were collected through a structured questionnaire distributed to respondents. The questionnaire was designed to measure salary, incentives, work discipline, and employee performance using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The use of a structured questionnaire ensures consistency in providing answers, thus facilitating reliable data analysis.

Validity Test

Validity test can be used to determine the validity or suitability of the questionnaire that has been used by researchers in measuring and obtaining research data from respondents. This validity test is carried out using the Pearson correlation test, namely using the SPSS-24 application which aims to determine the correlation of respondents' answer scores to all statement items on the questionnaire. The validity test is said to be valid when r count> r table. It can be seen that the value of r table in this study is 50 respondents, then the value of df = n-2 is 50-2 = 48 and uses a significance level of 0.05. So the value of r table is known to be 0.2787.

Reliability Test

Reliability test can be interpreted as the measurement result of a questionnaire from a test that has been done repeatedly to the subject under the same conditions. It can be said to be reliable if the answers to the questionnaire statements from the respondents are consistent and also stable. If the reliability count value is > 0.6, it can be concluded that the results of this reliability test are reliable.

Data Analysis Methods

Data analysis was conducted using SPSS version 25, a statistical software widely used for quantitative research. The analysis involved several steps, including validity and reliability tests, classical assumption tests, determination coefficients, and hypothesis tests.

Classical Assumption Test

Classical assumption tests are essential to ensure that the data meets the requirements for regression analysis. These tests include normality, multicollinearity, heteroscedasticity, and autocorrelation. Ensuring that the data meets these assumptions will increase the robustness and validity of the regression model.

Normality Test

The normality test is conducted to determine whether the data follows a normal distribution. As explained by Widardjono (2013), data is considered normally distributed if the Skewness and Kurtosis Critical Ratio (CR) values are in the range of -2.58 to 2.58 at a significance level of 5%.

Multicollinearity Test

Multicollinearity is tested using the Variance Inflation Factor (VIF). According to Ghozali (2018), multicollinearity does not exist if the VIF value is less than or equal to 5. Multicollinearity can distort the regression coefficients, so its absence ensures a more accurate estimate of the relationship between variables.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) is calculated to assess the explanatory power of the independent variables. An R^2 value close to 1 indicates that most of the variance in the dependent variable (employee performance) can be explained by salary, incentives, and work discipline.

Hypothesis Testing

The hypothesis is tested using a t-test at a significance level of 5%. The hypothesis is accepted if the t-statistic value is greater than 1.96, which ensures that the findings are statistically significant. The t-test provides insight into whether each independent variable significantly affects employee performance.

Regression Model

This study uses a multiple linear regression model to test the relationship between salary, incentives, work discipline and performance. The model is stated as: Y = b1X1+b2X2+b3X3
Where:

1. X1 represents Salary
2. X2 represents Intensive
3. X3 represents Discipline
4. Y represents Employee Performance
5. b1, b2, b3 are the regression coefficients.

RESULTS AND DISCUSSION

Validity and Reliability Test Results

The validity test is said to be valid when r count > r table. It can be seen that the value of r table in this study is 50 respondents, then the value of df = n-2 is 50-2 = 48 and uses a significance level of 0.05. Then the value of r table is known to be 0.2787.

Reliability Test concluded that in variable X1 the Cronbach.s Alpha value of 0.900> from 0.6, then it can be said that variable X1 is reliable in variable X2 the Cronbach.s Alpha value of 0.897> from 0.6, then it can be said that variable X2 is reliable. it can be concluded that in variable X3 the Cronbach.s Alpha value of 0.859> from 0.6, then it can be said that variable X3 is reliable. variable Y the Cronbach.s Alpha value of 0, 859> from 0.6, then it can be said

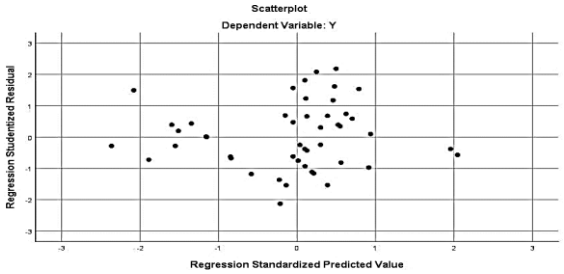
that variable Y is reliable.

Normality Test Results

If the residual can be said to be normally distributed if the sig value > 0.5, then based on the Asymp. Sig value of 0.080 it can be concluded that the Asymp. Sig value of 0.080 > 0.5 so that the data is normally distributed.

Heteroscedasticity Test

This is to find out whether or not there is a deviation from the classical assumption with the existence of inequality of variance from the residuals for all observations in the regression model. And it can also aim to test whether in this linear regression model there is inequality of variance from the residuals of one observation to another observation.



Source: Results of Data Processing Using SPSS-24

Figure 2. Heteroscedasticity Test Results

Based on the scatterplot graph in the heteroscedasticity test above, it can be seen that the circles are spread randomly and are also spread both above and below the number 0 on the Y axis. So it can be concluded in this study that there are symptoms of heteroscedasticity in this linear regression model.

Multicollinearity Test Results

In the multicollinearity test, it can be seen that the VIF value of each independent variable is <10, namely X1 Salary 4008 <10, X2 Incentive 3.877 <10 and X3 2.070 <10

While the Tolerance value of each independent variable is > 0.10, namely X1 Salary 0.249, X2 Incentive 0.258 and X3 Work Discipline 0.483. So it can be concluded that there is no multicollinearity of the three independent variables. the test is carried out to determine whether in a regression there is a strong intercorrelation between independent variables. The Multicollinearity Test can be known by looking at the VIF value <10 then it can be said to be multicollinearity.

Table 1. Multicollinearity Test Results

Coefficients[a]							
	Unstandardized		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1.531	2.283		.671	.506		
X1	.243	.115	.270	2.113	.040	.249	4.008
X2	.280	.094	.374	2.976	.005	.258	3.877
X3	.329	.087	.347	3.785	.000	.483	2.070
a. Dependent Variable: Y							

Source: Results of Data Processing Using SPSS-24

Multiple linear regression analysis test

The relationship between two or more independent variables (X) to the dependent variable (Y). And also aims to find out whether the relationship between the independent

variables and the dependent variable has a positive or negative effect.

Table 2. Multiple Linear Regression Test Results

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.531	2.283		.671	.506
X1	.243	.115	.270	2.113	.040
X2	.280	.094	.374	2.976	.005
X3	.329	.087	.347	3.785	.000

a. Dependent Variable: Y

Y = 1.531 + 0.243 X1 + 0.280 X2 + 0.329 X3 + e

Source: Results of Data Processing Using SPSS-24

The Multiple Linear Regression Analysis Equation can be explained as follows:

The value of the regression constant (b0) is 1.531. This means that if the Salary (X1), Incentive (X2) and Work Discipline (X3) variables have a value of 0, then Employee Performance (Y) has a value of 1.531.

The regression coefficient value of Salary (X1) is 0.243, which means that if Salary (X1) increases by 1%, Employee Performance increases by 0.243. This shows that the Salary variable (X1) given has a positive contribution to Employee Performance. Thus, the better the Salary given at PT Moratel Devisi Sales, the higher the Employee Performance.

The regression coefficient value of Incentive (X2) is 0.280, which means that if Incentive (X2) increases by 1%, Employee Performance increases by 0.280. This shows that the Incentive variable (X2) given has a positive contribution to Employee Performance. Thus, the better the Incentive given at PT Moratel Devisi Sales, the higher the Employee Performance.

The regression coefficient value of Work Discipline (X3) is 0.329, which means that if Work Discipline (X3) increases by 1%, Employee Performance increases by 0.329. This shows that the Incentive variable (X3) given has a positive contribution to Employee Performance. Thus, the better the Work Discipline that occurs at PT Moratel Devisi Sales, the higher the Employee Performance.

t-Test Results

Hypothesis 1 (The Effect of Salary on the Performance of Sales Division Employees) based on the results of table 2, it is known that the tcount value> ttab is 2.113> 2.01290 with a significance value of 0.040 <0.05, so it can be concluded that Ha is accepted and H0 is rejected. With this, it is said that Salary (X1) has a partial positive and significant effect on Employee Performance (Y).

Hypothesis 2 (The Effect of Incentives on Sales Division Employee Performance) based on the results of table 2, it is known that the t-count value> t-table is 2.976> 2.01290 with a significance value of 0.000 <0.05, so it can be concluded that Ha is accepted and H0 is rejected. With this, it is said that Incentives (X2) have a partial positive and significant effect on Employee Performance (Y).

Hypothesis 3 (The Effect of Work Discipline on Sales Division Employee Performance) based on the results of table 2, it is known that the t-count value> t-table is 3.785> 2.01290 with a significance value of 0.005 <0.05, so it can be concluded that Ha is accepted and H0 is rejected. With this, it is said that Work Discipline (X3) partially has a positive and significant effect on Employee Performance (Y).

Table 3. t-Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.531	2.283		.671	.506
	X1 Salary	.243	.115	.270	2.113	.040
	X2 Incentives	.280	.094	.374	2.976	.005
	X3 Discipline Kerja	.329	.087	.347	3.785	.000

a. Dependent Variable: Y Performance

Source: Results of Data Processing Using SPSS-24

F Test Results

This F test is intended to determine whether or not there is a simultaneous influence from each independent variable (X) against the dependent variable (Y)

Table 4. F-Test Results

ANOVA[a]						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	678.879	3	226.293	61.961	.000[b]
	Residual	168.001	46	3.652		
	Total	846.880	49			

Source: Results of Data Processing Using SPSS-24

Coefficient of Determination Test

Determination coefficient test (Adjusted R Square) above shows that the determination coefficient value (R2) is 0.784 or 78.4%. This shows that 78.4% of the Sales Division Employee Performance at PT. Mora Telematika Indonesia is jointly influenced by the variables Salary (X1), Incentives (X2), and Work Discipline (X3), while the remaining 21.6% is influenced by other variables not explained by the researcher in this study.

Table 5. Coefficient of Determination Test Results

Model Summary[b]				
Model	R	R.Square	Adjusted R.Square	Std. Error of the Estimate
1	.893[a]	.797	.784	1.934

a. Predictors: (Constant), Discipline Kerja X3, Incentives X2, Salary X1

b. Dependent Variable: Kinerja Karyawan Y

Source: Results of Data Processing Using SPSS-24

The Influence of Salary on the Performance of Sales Division Employees

Based on the results of the research that has been done, it can be seen that Salary has a positive effect on Employee Performance at PT Mora Telematika Indonesia. From the multiple linear regression analysis, the regression coefficient value of the Salary variable (X1) is 0.243. From the regression coefficient, it is known that the effect of Salary on Employee Performance is 0.243 with a positive sign, which indicates that an increase in Salary (X1) will increase Employee Performance (Y) by 0.243. In addition, the effect of Salary on Employee Performance has a positive value, meaning that the better the Salary provision at PT Mora Telematika Indonesia Sales Division is followed by the increasing value of Employee Performance. It can be seen that the data on the Salary variable shows a tcount value> ttable or 2.113> 2.01290 with a significance value of 0.040 <0.05. So it can be concluded that H0 is rejected and Ha is accepted, it can be seen that Salary (X1) has a positive and significant effect on Employee Performance in the Sales Division (Y).

In this case, the results of the study were also conducted by previous researchers, namely (Ratnasari et al., 2020) with the research title "The Effect of Salary and Incentives on Employee Performance in the Production Division of PT. Uniplastindo Interbuana Pandaan" which states that the Salary and Incentive variables have a positive and significant effect on the Employee Performance variable.

The Influence of Incentives on Sales Division Employee Performance

Based on the results of the research that has been done, it can be seen that Incentives have a positive effect on Employee Performance at PT Mora Telematika Indonesia. From the multiple linear regression analysis, the regression coefficient value of the Incentive variable (X2) is 0.280. From the regression coefficient, it is known that the effect of Incentives on Employee Performance is 0.280 with a positive sign, which indicates that increasing Incentives (X2) will increase Employee Performance (Y) by 0.243. In addition, the effect of Incentives on Employee Performance has a positive value, meaning that the better the Incentives at PT Mora Telematika Indonesia Sales Division, the higher the Employee Performance value. It can be seen that the data on the Incentive variable shows a calculated t value> t table or 2.976> 2.01290 with a significance value of 0.000 <0.05. So it can be concluded that H0 is rejected and Ha is accepted, it can be seen that Incentives (X2) have a positive and significant effect on Employee Performance in the Sales Division (Y). In this case, the provision of appropriate incentives is also an award given to employees who have carried out their work in accordance with or exceeding the targets that have been set. So it can be seen that incentives have an effect on employee performance in the sales division at PT. Mora Telematika Indonesia.

This research is also supported by previous researchers, namely by Ayu & Sinaulan, 2018) with the research title "The Influence of Incentives and Work Discipline on Employee Performance at PT Bintang Satoe Doea" stated that there is a positive and significant influence of Incentives and Work Discipline on Employee Performance.

The Influence of Work Discipline on Sales Division Employee Performance

Based on the results of the research that has been conducted, it can be seen that Work Discipline has a positive effect on Employee Performance at PT Mora Telematika Indonesia. From the multiple linear regression analysis, the regression coefficient value of the Work Discipline variable (X3) is 0.329. From the regression coefficient, it is known that the effect of Work Discipline on Employee Performance is 0.329 with a positive sign, which indicates that increasing Work Discipline (X3) will increase Employee Performance (Y) by 0.329. In addition, the effect of Work Discipline on Employee Performance has a positive value, meaning that the better the provision of Incentives at PT Mora Telematika Indonesia Sales Division is followed by the increasing value of Employee Performance.

It can be seen that the data on the Work Discipline variable shows a calculated t value > t table or 3.785 > 2.01290 with a significance value of 0.005 < 0.05. So it can be concluded that H0 is rejected and Ha is accepted, it can be seen that Work Discipline (X3) has a positive and significant effect on the Performance of Sales Division Employees (Y).

This study also compares with previous research by (Candana, 2018) with the research title "The Influence of Work Discipline, Work Environment and Incentives on Employee Performance at PT. Incasi Raya Muaro Sakai, Pancung Soal District, Pesisir Selatan Regency" which states that the variables of Work Discipline, Work Environment and Incentives simultaneously have a positive and significant effect on Employee Performance at PT. Incasi Raya Muaro Sakai, Pancung Soal District, Pesisir Selatan Regency

It can be seen that the data on the Work Discipline variable shows a calculated t value > t table or 3.785 > 2.01290 with a significance value of 0.005 < 0.05. So it can be concluded that H0 is rejected and Ha is accepted, it can be seen that Work Discipline (X3) has a positive

and significant effect on the Performance of Sales Division Employees (Y).

CONCLUSION

The results of the t-test on the Salary variable of PT. Mora Telematika Indonesia show that the calculated t value is > t table, which is 2.113 > 2.01290 with a significance value of 0.040 < 0.05. So it can be concluded that H0 is rejected and Ha is accepted, it can be seen that the Salary variable has a positive and significant effect on the Sales Division Employee Performance variable.

The results of the t-test on the Incentive variable of PT. Mora Telematika Indonesia show that the t-count value> t-table is 2.976> 2.01290 with a significance value of 0.000 <0.05. So it can be concluded that H0 is rejected and Ha is accepted, it can be seen that the Incentive variable has a positive and significant effect on the Sales Division Employee Performance variable.

The results of the t-test on the Work Discipline variable of PT. Mora Telematika Indonesia show that the calculated t value> t table is 3.785> 2.01290 with a significance value of 0.005 <0.05. So it can be concluded that H0 is rejected and Ha is accepted, it can be seen that the Work Discipline variable has a positive and significant effect on the Sales Division Employee Performance variable.

The results of the F test on the Fcount value > Ftable, which is 61.961 > 3.20 and the significance value is 0.000 < 0.05, with this it is known that H0 is rejected and Ha is accepted. So it can be concluded that the variables Salary (X1), Incentives (X2), and Work Discipline (X3) simultaneously have a positive and significant effect on the Employee Performance variable of the Sales Division of PT. Mora Telematika Indonesia (Y)

The results of the determination coefficient test (Adjusted R Square) show that the determination coefficient value (R2) is 0.784 or 78.4%. This shows that 78.4% of the Performance of Sales Division Employees at PT. Mora Telematika Indonesia is jointly influenced by the variables Salary (X1), Incentives (X2), and Work Discipline (X3), while the remaining 21.6% is influenced by other variables not explained by the researcher in this study.

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