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Employee Performance; Intrinsic Motivation, Innovational Climate, Incentives, and Transformational Leadership

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Abstract: The purpose of the study wants to prove and strengthen the results of existing research related to variables used in literature studies from reputable national journal sources and reputable international journals, qualitative research methods with literature review of scientific articles derived from reputable international journals and national reputation, by looking for evidence to corroborate. Evidence from several scientific articles found related to the variables of this study, all of them have a positive and significant influence, and a strengthen the results of past research by adding to the treasures of the results of this study with the variables used. Recommendations for other researchers in the future, then use the differentiating variables found by the researcher to be used in future research using different research methods and objects in the field of human resource management.

Keyword: Employee Performance, Intrinsic Motivation, Innovational Climate, Incentives, Transformasional Leadership.

INTRODUCTION

When managing employees, companies must consider all these factors and create a work environment where employees can reach their potential, This brings long-term benefits to the company, such as productive and engaged employees, better quality of work, and overall efficiency and effectiveness of the company. Employee performance can be influenced by many factors, including internal motivation, incentives, a climate of innovation and leadership change. Intrinsic motivation provides the employee's internal motivation to do a good job, a sense of accomplishment, satisfaction and a desire to develop further. Instead, incentives are companies that offer material incentives such as rewards or benefits that encourage employees to do a good job. In addition, a climate conducive to innovation and support for change management can improve staff performance. A good innovation climate can spark creativity and innovation and improve employee performance through new breakthroughs. At the same time, change leadership creates a strong and inspiring culture by guiding and supporting employees and motivating them to develop further and achieve greater goals. (Terglav et al., 2016) Of the various variables examined in the literature, previous research has largely identified supervisory behavior as important for influencing frontline worker performance. In service and people-oriented companies, such as in the food

industry, the success of the organization depends largely on the role of the managers. In an organization transformational leadership models are widely used and applied by industry, but this all depends on top management in choosing a model for the company. More specifically, Transformational Leadership is defined as "a leadership style that encourages its followers to transcend self-interest by changing their morals, ideals, interests and values, and encourages them to perform better than previously expected (Sawitri et al., 2023);(Pieterse et al., 2010);(Holten et al., 2018) The need for further research on concrete mechanisms of action and boundary conditions under which transformational managers improve employee performance.

Employees cannot be separated from the expectations of the company how to create an innovation that provides benefits for the company to strengthen the company in terms of products and market expectations, In a competitive period, innovation is the key to the company's success. Companies use continuous innovation as a strategic tool to gain competitive advantage. More innovative organizations can successfully respond to the changing environment and develop innovative competencies that enable better performance (Kumar et al., 2019) Individuals contribute to organizational performance, certainly the behavior of the members of the organization both as individuals and groups improves organizational performance because their motivation affects the performance of the company. Member motivation must be continuous from day to day and this task is the responsibility of the organizational leader (Lee & Hidayat, 2018 in ilyas 2003), (Handoko, 2008);(Susanto et al., 2023) said that motivation, together with the influence of transformational leadership and intrinsic motivation, is the driving force of a person behaving in such a way as to realize the goal of self-satisfaction, Compared to extrinsic motivation, intrinsic motivation is independent and has a more positive effect on well-being and performance (Deci & Ryan, 2000);(Ali et al., 2022).

Thus, when individual goals are not aligned with organizational goals, intrinsic motivation as a motivational strategy to improve job performance can sometimes fail, although empirical evidence suggests that on average more autonomous motivation promotes more effective performance, especially high-quality(Cerasoli et al., 2014) , employees in work apply salary or honor or incentives, as achievements that have been promised to employees within the working period, according to (Wang, 2007);(Jumawan, 2023); Individual performance management in organizations has traditionally focused on performance evaluation and incentive reinforcement, where effective performance is viewed as the interaction of individual abilities and motivations that align with performance goals. It should be noted that the higher the morale and willingness of employees, the greater the chances of the company not only retaining its best employees, but also motivating talented employees to do their best. Rewarding employees with incentives has a significant impact on efficiency and productivity, in the results of his research (Y. L. A. Lee et al., 2020);(Muhammad et al., 2022) important role in assessing whether or not an employee's performance is good, because incentives encourage evaluation achievement.

After describing from the introduction above, the purpose of this article is to prove and strengthen the results of existing research related to variables used in literature studies from reputable national journal sources and reputable international journals.

METHOD

This research methodology uses a qualitative approach and examines the variables of this study. One type or method of scientific writing is a form of literature research. Theoretical analysis, analysis of relationships between variables, books and journals, online and offline, obtained from Mendeley, Google Scholar and other online media. Peer-reviewed journals are listed in Table 1 :

Tabel 1.1 Metrik Journal

Researcher, Title and Year	Variables used	Finding	Differences with this study
(Buil et al., 2019) Transformational leadership and employee performance: The role of identification, engagement and proactive personality	Transformational leadership employee performance identification, engagement proactive personality	bA proactive personality reinforces the influence of leadership on identification and commitment. The research provides hotel managers with information about why and under what circumstances employees behave the way they do	identification, engagement proactive personality
(Eliyana et al., 2019) Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance	Job satisfaction organizational commitment transformational leadership employee performance	Transformational leadership has a significant direct effect on job satisfaction and organizational commitment. However, leadership turnover cannot have a significant impact on job performance if there is no organizational commitment, and cannot directly affect job performance.	Job satisfaction organizational commitment
(Virgiawan et al., 2021) Organizational Culture as a Mediator Motivation and Transformational Leadership on Employee Performance	Organizational Culture Motivation Transformational Leadership Employee Performance	The performance of civil servants of the Ministry of PUPR of the Republic of Indonesia is positively and significantly influenced by work culture, especially in relation to the effective and efficient use of working time, and it is closely related to how good a supervisor is how a supervisor becomes a role model who becomes a role model for his subordinates in the application of good time management. The performance of civil servants of the Ministry of PUPR of the Republic of Indonesia is positively and significantly influenced by work culture, especially in relation to the effective and efficient use of working time, and it is closely related to how good a supervisor is how a supervisor becomes a role model who becomes a role model for his subordinates in the application of good time management.	Organizational Culture Motivation
(Qalati et al., 2022) Employee performance under transformational leadership and organizational citizenship behavior: A mediated model	Employee performance transformational leadership	The study also expands the literature by examining the mediating effects of organizational citizenship behavior and gives researchers new directions for studying	organizational citizenship behavior

	organizational citizenship behavior	transformational leadership and organizational citizenship behavior.	
(Zhang et al., 2016) The different relations of extrinsic, introjected, identified regulation and intrinsic motivation on employees' performance Empirical studies following self-determination theory	extrinsic, introjected, identified regulation intrinsic motivation employees' performance	In the first study, the authors found that regulation identified significantly predicted interpersonal performance and adaptive performance. Extrinsic regulation, regulation Intrinsic and Intrinsic motivation has no significant effect on interpersonal, adaptive, task, or engagement. The results of the second study showed that identified regulation significantly predicted interpersonal engagement and performance, but external regulation, intro regulation, and intrinsic motivation had no significant effect on all four types of performance. Both studies found that only the regulations identified were highly predictive of job performance.	extrinsic, introjected, identified regulation
(C.-W. Lee & Hidayat, 2018) The Influence of Transformational Leadership and Intrinsic Motivation to Employee Performance	Transformational Leadership Intrinsic Motivation Employee Performance	The results of statistical calculations give an R2 value of 0.375 which means that transformational leadership variables and intrinsic motivation can explain 37.5% of the variation in employee performance variables in coal mining companies in North Kalimantan Province, while the remaining 62.5% are. The second content describes other reasons that are not included in the model.	
(Yusuf, 2021) Effects of the Intrinsic Motivation and Extrinsic Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Alwi Assegaf Palembang	Intrinsic Motivation Extrinsic Motivation Employee Performance Job Satisfaction	Intrinsic and extrinsic motivation have a significant positive effect on employee job satisfaction. The effect of intrinsic motivation on positive performance is significant, whereas positive extrinsic motivation is not significant on performance. In this study, job satisfaction was not a mediating variable between intrinsic and extrinsic achievement motivation.	Extrinsic Motivation Job Satisfaction
(Qammar & Abidin, 2020) Mediating and Moderating Role of Organizational Ambidexterity and Innovative Climate among Leadership Styles and	Organizational Ambidexterity Innovative Climate Leadership Styles	Results using statistical analysis techniques are expected to demonstrate that organizational ambidexterity and innovation climate mediate and moderate transformational leadership	Organizational Ambidexterity Leadership Styles

Employee Performance	Employee Performance	and reciprocal leadership in employee performance.	
(Awan et al., 2021) Mediating role of innovative climate among leadership and employee performance in textile exporting firms of Pakistan	innovative climate leadership employee performance	that transformational leadership and reciprocal leadership of the CEO have a significant positive effect on employee performance. In addition, a strong mediating effect is associated with a climate of innovation. The researchers recommend examining the effects of other potential moderation variables in the study selanjutnya. Rekomendasi juga diberikan to the top management of textile companies to consider the innovation climate and improve staff performance.	leadership
(Tumwet, 2013) Effects of Employee Incentives on Employee Performance in Private Universities in Kenya: A Case of Kabarak University	Employee Incentives Employee Performance	Financial incentives are believed to have a significant impact on employee motivation including, for example, salaries, insurance funds, pension benefits, performance bonuses, vacation time, overtime compensation and the right to borrow. Nonfinancial incentives that have a significant effect on outcomes are: creativity in the workplace, organizational goals, challenging tasks, opportunities for personal development, independence and responsibility, ability to work in teams, job security, professional environment, opportunities to set performance goals, work life to plan, opportunities for leadership, training and subsequent education, and flexible work methods. The recommendations cover the need for top management in the organization to develop an effective incentive system that includes a mix of financial and nonfinancial incentives, where nonfinancial incentives are key and complemented by financial incentives. The results are especially important for decision makers in organizations that need human resources, such as universities and other institutions.	

(Y. L. A. Lee et al., 2020) Demystifying the differences in the impact of training and incentives on employee performance: mediating roles of trust and knowledge sharing	Training incentives employee performance knowledge sharing	Trust had a stronger mediating effect on the effect of incentives (versus training) on formal and informal information exchange. Informal (vs. formal) information exchange further mediates the effects of confidence on sales growth and labor productivity.	Training knowledge sharing
(Muhammad et al., 2022) The Effect of Leadership and Incentives on Employee Performance of Market Retribution	Leadership Incentives Employee Performance Market Retribution	leadership variables have a significant effect on the performance of Pelita market workers in the Bangko area, Rokan Hilir Regency, and motivation variables have a significant effect on the performance of Pelita market workers in the Bangko area. Rokan Hilir Regency.	Leadership Market Retribution

A literature review should be used in qualitative research according to methodological assumptions. This means that it must be used inductively so that it does not direct the questions that the researcher asks. One of the most important reasons for conducting qualitative research is exploratory research (Ali and Limakrisna, 2013).

RESULTS AND DISCUSSION

Results

Transformational Leadership

According to (Bass, 1995) Changing Leaders encourages minors to think about leadership from new perspectives because of the mental stimulation involved. Leaders can be considered individuals who can individually support and guide minors with care, inspiring motivation and charisma, according to (Susanto & Sawitri, 2022);(Hall et al., 2008), Change management constantly motivates employees (Susanto, 2022);(Pastor & Mayo, 2006)

Employee Performance

According to Employee (Zhang, 2010) Employee performance is achieved with flexible working hours and a balance between work and family life (Iwan et al., 2022);(Endri, 2020)(Endri, 2020)(Endri, 2020)

1. Intrinsic Motivation

According to (Arshadi, 2010) Work motivation is the direction, intensity, and perseverance of work-related behavior desired by the organization, there are two types of motivation namely intrinsic motivation and extrinsic motivation. Intrinsic motivation comes from employees who exhibit strong behaviors to develop themselves and achieve organizational goals in a way that promotes organizational goals. Extrinsic motivation is motivation through an employee's individual feedback or external motivation such as organizational practices and working conditions. Therefore, both intrinsic and extrinsic motivation reflect job satisfaction and employee performance(Sutrisno, 2016)

2. Incentives

According to (Hasibuan & Hasibuan, 2016) Incentives are additional rewards for certain employees whose performance is higher than work performance. This performance bonus is a tool to uphold the principle of fairness in providing compensation, this incentive is given because workers can exceed the limit of work performed. Non-monetary incentives, e.g. H. The incentives offered are non-monetary and nonmonetary. Usually,

this incentive is given in the form of rewards, where these rewards bring satisfaction to the recipients (Qotrotul et al., 2021)

3. Innovational Climate

According to (Scott & Bruce, 1994) space where organizations encourage innovation by providing resources, structure, and culture that support creativity and the development of new ideas, according to (Amabile, 1998)(Amabile, 1998)(Amabile, 1998) Innovative climate is a psychological state that encourages people to come up with new ideas and be innovative. These include organizational support, management, remuneration and participation in innovation projects.

Discussions

The Effect of Transformational Leadership with Employee Performance

From a scientific article belonging (Buil et al., 2019) that proactive personality strengthens the influence of leadership on identification and commitment. This study provides hotel managers with information about why and under what circumstances employees behave that way, the distinguishing variables with this study are identification, engagement proactive personality, subsequent studies from (Eliyana et al., 2019) transformational leadership have a significant direct effect on job satisfaction and organizational commitment. However, leadership change cannot have a significant impact on job performance if there is no organizational commitment, and cannot directly affect job performance, with the distinguishing variables with this study being Job satisfaction, organizational commitment, further studies from (Virgiawan et al., 2021) results The performance of civil servants of the Ministry of PUPR of the Republic of Indonesia is positively and significantly influenced by work culture, especially in relation to the effective and efficient use of working time, and it is closely related to how good the supervisor is how a supervisor becomes a role model who becomes a role model for his subordinates in the application of good time management, the distinguishing variable with this study is Organizational Culture, Motivation.

The next study from (Qalati et al., 2022) also expands the literature by examining the mediating effects of organizational citizenship behavior and gives researchers a new direction to study transformational leadership and organizational citizenship behavior, with the difference variable with this study being organizational citizenship behavior. From several scientific articles found by researchers related to this study that there is a positive influence between Transformational Leadership and Employee Performance.

The Effect of Intrinsic Motivation with Employee Performance

From several scientific articles found by researchers, it will be proven as follows: study from (Zhang et al., 2016) with the results of the first study, the author found that regulation identified significantly predicted interpersonal performance and adaptive performance. Extrinsic regulation, intrinsic regulation, and intrinsic motivation had no significant effect on interpersonal, adaptive, task, or engagement. The results of the second study showed that identified regulation significantly predicted interpersonal engagement and performance, but external regulation, introjectory regulation, and intrinsic motivation had no significant effect on all four types of performance. Both studies found that only the regulations identified were highly predictive of job performance, the distinguishing variables of this study were extrinsic, introjected, identified, regulation, the next study of (C.-W. Lee & Hidayat, 2018) with the results of statistical calculation research gives an R² value of 0.375 which means that transformational leadership variables and intrinsic motivation can explain 37.5% of the variation in employee performance variables in coal mining companies in North Kalimantan Province, while the remaining 62.5% are. The second content describes other reasons that are not included in the model.

The next study from (Yusuf, 2021) intrinsic and extrinsic motivation research has a significant positive effect on employee job satisfaction. The effect of intrinsic motivation on positive performance is significant, whereas positive extrinsic motivation is not significant on performance. In this study job satisfaction is not a mediating variable between intrinsic and extrinsic achievement motivation, the distinguishing variable with this study is Extrinsic Motivation, Job Satisfaction. From the results of proving scientific articles to find the use of variables in this study, there is an intrinsic motivation, there is a positive and significant influence from the findings of several scientific articles that have been described.

The Effect of Innovative Climate with Employee Performance

Studies from (Qammar & Abidin, 2020) with research results (Qammar & Abidin, 2020) Leadership Styles, the next study from (Awan et al., 2021) (Awan et al., 2021) Transformational leadership and reciprocal leadership CEOs have a significant positive effect on employee performance. In addition, a strong mediating effect is associated with a climate of innovation. The researchers recommend examining the effects of other potential moderation variables in future studies. Recommendations were also given to the top management of textile companies to consider the climate of innovation and improve staff performance, the distinguishing variable with this study was leadership.

After seeing the findings of scientific articles related to this study, the innovative climate variable has a significant influence on employee performance.

The Effect of Incentives with Employee Performance

Studies from (Tumwet, 2013) with research results Financial incentives are believed to have a significant impact on employee motivation including, for example, salaries, insurance funds, pension benefits, performance bonuses, vacation time, overtime compensation and the right to borrow. Nonfinancial incentives that have a significant effect on outcomes are: creativity in the workplace, organizational goals, challenging tasks, opportunities for personal development, independence and responsibility, ability to work in teams, job security, professional environment, opportunities to set performance goals, work life to plan, opportunities for leadership, training and subsequent education, and flexible work methods. The recommendations cover the need for top management in the organization to develop an effective incentive system that includes a mix of financial and nonfinancial incentives, where nonfinancial incentives are key and complemented by financial incentives. The results are especially important for decision makers in organizations that need human resources, such as universities and other institutions.

A subsequent study of (Y. L. A. Lee et al., 2020) study Trust had a stronger mediating effect on the effect of incentives (versus training) on formal and informal information exchange. Informal (vs. formal) information exchange further mediates the effect of trust on sales growth and labor productivity, the differentiating variable in this study is knowledge sharing and training, the next study from (Muhammad et al., 2022) with the results of the (Muhammad et al., 2022) variables have a significant effect on the performance of Pelita market workers in the Bangko area of Rokan Hilir Regency, and motivation variables have a significant effect to the performance of Pelita market workers in the Bangko area. Rokan Hilir Regency, with the distinguishing variables with this study is leadership and market retribution. From the description above that the variable incentive has a significant influence with employee performance, from the findings of scientific articles found by researchers and proven.

CONCLUSION

The conclusion of this scientific article is that the proof of several scientific articles found is related to the variables of this study, all of them have a positive and significant

influence, and strengthen the results of past research by adding to the repertoire of the results of this study with the variables used.

Recommendations for other researchers in the future, then use the differentiating variables found by the researcher to be used in future research using different research methods and objects in the field of human resource management.

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