

THE IMPACT OF INCENTIVE, OCCUPATIONAL SAFETY, AND ORGANIZATIONAL COMMITMENT TOWARDS EMPLOYEE PERFORMANCE DURING THE COVID-19 PANDEMIC

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Abstracts

The COVID-19 pandemic makes the employee performance to face harder challenges, especially in several areas such as health, organizational commitment, and the employee incentive. The fear and risk that the employees feel during the pandemic might force them to receive worthy stimuli to maintain their performances. This research used survey on 68 employees of Bank Tabungan Negara to identify incentive variable, occupational safety, and organizational commitment towards the employees during the COVID-19 pandemic. The result of the study showed that the incentive, occupational safety, and organizational commitment influenced positively on the employee performances. It meant that the higher incentive, occupational safety, and organizational commitment were, the better the employees' performances would be, especially during the pandemic. This study explained that incentive had a consistent impact towards the employee performance. This research indicated that the companies needed to facilitate proper incentive to their employees, that would later make the employees feel comfortable at their work, and then, improving their work qualities. This, in turn, would improve the company. Empirically, the BTN bank gave the variable compensation in a form of long-term compensation (LTI) valued at Rp. 275 billion to their staff. The funds used to buy the stock market in the secondary market. Consistently, the occupational safety impacted the company performance, which was pivotal for the company to implement the occupational safety to improve the employee performance. Empirically, the BTN bank maximized the work from home activity (WFH) to minimize the spread of the virus. This step was taken by the company to anticipate the virus spread without any banking service interruption, also by prioritizing the health and safety of the customers and employees. However, the incentive, occupational safety, and organizational commitment consistently influenced the employee performance. Empirically, the organizational commitment of BTN bank towards the employees were conducted to empower the staff, including the millennial employees, through various steps, such as the performance management, authority & empowerment, resources, training, collaboration, work, structure, and process. This was due to the fact that the employees required a decent wage, insurance, and organizational commitment. Empirically, the BTN bank could afford those three factors, such as distributing incentives, maintaining the occupational safety by optimizing the work at home. The BTN bank could always innovate in developing the employee capabilities.

Keywords: Incentive, Occupational Safety, Organizational Commitment, Employee Performance

Introduction

Human resources are the main determinant of the success of an organization. A business must be more valuable than other businesses (Sunarto, 2020). A business is considered successful if it can draw attention to the advantages, it has over other businesses. While effective managers are those who can identify resources that can be handled to meet company goals. The business world is needed to manage its human resources effectively in order to progress; success in company procedures is judged by personnel who achieve high levels of performance. Empirically there are three important factors in improving employee performance, namely incentives, work safety and organizational commitment.

Mangkunegara, (2005) said that intense is a gift given by organizational leaders to workers in the form of material as a reward for their strong motivation and achievement in achieving organizational goals. In addition, to improve employee performance, it is very important to have an organizational commitment that shows the community that the company is dedicated to ensuring a safe future for its workers. During the

COVID-19 pandemic, an important issue in improving employee performance is work safety, which is defined as protecting workers from viral infections caused by work-related incidents (Saeed, 2017).

To improve employee performance, it is very important to have an organizational commitment that shows the community that the company is dedicated to ensuring a safe future for its workers. According to Robbins (2013), organizational commitment has three distinct dimensions: 1) Affective Commitment, which entails an emotional attachment to the organization and belief in its values; 2) Normative Commitment, which entails an obligation to remain in the organization for moral or ethical reasons; and 3) Continuity Commitment, which entails the perceived economic benefit of remaining in the organization versus leaving. Commitment manifests itself in thought and behavior, as well as in efforts to ensure the interests of those who devote themselves to this goal. In business, employee dedication to the organization is seen as important.

The phenomenon of Bank BTN related to incentives, work safety and organizational commitment during the pandemic is aimed at providing protection for employees affected by the covid-19 virus both in terms of prevention and control, in the situation of employees affected by COVID-19 they still get incentives from the company. it is Bank BTN's commitment to be able to provide optimal facilities for employees.

The performance of state-owned banks experienced a slowdown during the COVID-19 pandemic. This indicates that there are problems that occur in the banking world. Bank BTN's profit is the smallest profit among other state-owned bank companies. In terms of employee performance, PT Bank Tabungan Negara (Persero) Tbk or BTN in running its business is supported by human resources (HR), both organic (white collar workers) as much as 53% and non-organic (blue collar workers/outsourcing).) as much as 47%.

Based on this, it shows that Bank BTN needs to have many programs to improve the performance of its employees, which are dominated by the millennial group, so it is important to know the factors that affect the performance of Bank BTN employees. Based on this premise, this research will study the effect of incentives, work safety, and organizational commitment on the performance of bank employees who are vulnerable to being exposed to the COVID-19 virus during the COVID-19 pandemic.

Based on the explanation, the formulation of the problem is made, as follows:

1. How does incentives affect employee performance?
2. How does work safety affect employee performance?
3. How does organizational commitment affect employee performance?

Literature Review

Definition of Human Resource Management

According to Hasibuan and Malayu (2013), management is the science and art of effectively and efficiently using human resources and other resources. Meanwhile, Handoko (2011) defines management as the process of collaborating with others to define, understand, and accomplish organizational objectives via the implementation of organizational planning, personnel preparation, direction, leadership, and supervision. On the basis of the above, it can be stated that management is a process that entails planning, organizing, directing, and monitoring the use of human and other resources in order to accomplish specified objectives effectively and efficiently. According to Stouten, Rousseau, and De Cremer (2018), human resource management is defined as the process of planning, organizing, staffing, mobilizing, and monitoring people in order to accomplish organizational objectives. This includes the workforce's acquisition, development, compensation, integration, maintenance, and separation.

Human Resource Management Indicators

The indicators of human resource management according to Afandi (2018: 10) are as follows: 1. Work assignments; 2. Quality of work; 3. Quantity; 4. Punctuality; 5. Cost effectiveness.

Definition of Incentive

Riani (2011) states that the provision of incentives is a means to motivate employees in achieving a certain target. Incentives in their development can be in various forms: bonuses, commissions both financially (money and shares) or in the form of other benefits (traveling abroad, house, car, and others).

Incentive Indicator

According to Sarwoto (2010: 156), incentive indicators can be divided into two groups, namely: 1. material incentives; 2. non-material incentives.

Definition of Work Safety

Aljabri (2020) stated that work safety management includes the protection of employees from accidents at work, while health refers to the freedom of employees from physical and mental illness.

Work Safety Indicator

Occupational safety and health indicators are the state of the work environment, lighting, use of work equipment, physical and mental conditions of employees (Mangkunegara, 2016: 161).

Definition of Organizational Commitment

According to Luthans (2006), organizational commitment is frequently defined as the following: a. a strong desire to remain a member of a particular organization; b. a willingness to exert significant effort on behalf of the organization; and c. a strong belief in and acceptance of the organization's values and goals. In other words, commitment is an attitude that shows employee loyalty to the company and is a continuous process by which organizational members express their care for the organization's continuing success and profitability.

Organizational Commitment Indicator

Bashaw and Grant (1994) suggest that organizational commitment has three indicators, namely employee willingness, employee loyalty, and employee pride in the organization.

Definition of Employee Performance

Bernardin and Russell (2005) state that employee performance is the outcome of certain job functions or activities performed at specific occupations over a specified period of time, indicating the quality and quantity of work performed.

Employee Performance Indicator

According to Afandi (2018: 89) employee performance indicators are as follows: 1. quantity of work results; 2. quality of work; 3. efficiency; 4. work discipline; 5. initiative; 6. thoroughness; 7. leadership; 8. honesty; and 9. creativity.

Materials and Methods

Survey-based research approach; In survey research, the researcher selects a random sample of respondents and collects data on the variables of interest through questionnaires or through interviews (Mc Millan and Schumacher, 2001). This study used a cross-sectional design used to conduct this survey study. A cross-sectional design is one in which a survey is conducted on a small group of respondents (a sample) over a relatively short period of time.

Population and Sample

The population in this study was 68 employees, the research sample used the census method (saturated sample) so that the sample size was the total population of 68 respondents.

Data Analysis Method

This study collects data using a questionnaire and recording each respondent; this method fits the survey research design, which does not require the use of qualitative data collection methods. SPSS was used to analyze the data in this research in order to determine the connection between the independent and dependent variables and to conduct the required tests. SPSS was used to handle the data since it is consistent with the methodology of the survey research. The reliability test was used to assess the questionnaire's consistency, the validity test was used to assess the instrument's validity, the normality test was used to determine whether or not the data distribution was normal, and the regression test was used to ascertain the effect of variable x on variable y.

Multivariate analysis was utilized to analyze the data in this study. The term "multivariate analysis" refers to the examination of several variables within a connection or group of relationships (Pereda, Quiroga, & Bhattacharya, 2005). Multiple linear regression analysis was utilized in this research, which was conducted using the SPSS Vers.25 program.

Research hypothesis

The hypothesis in this study is based on the formulation of the problem, so the following hypotheses can be made:

H1: Incentives affect employee performance.

H2: Work safety affects employee performance

H3: Organizational commitment affects employee performance

Results and Discussion

Test Model F

The Simultaneous Test (F test) is used to evaluate if all independent factors affect the dependent variable in the same way. The test was conducted using the F distribution test, in which the critical value of F (F table) was compared to the estimated F value included in the ANOVA table.

Table 1. F Model Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	203.441	3	67.814	681.607	.000 ^b
	Residual	6.367	64	.099		
	Total	209.809	67			

Dependent Variable: Employee Performance

Predictors: (Constant), Organizational Commitment, Incentives, Safety

Source: Processing researchers 2021

Based on these data, it shows that the calculated F is 681,607, with a significance level of 0.000 < 0.05, so the regression model can predict employee performance. These results indicate that the variables of incentives, work safety and organizational commitment are able to improve the performance of Bank BTN employees. This condition indicates the need to optimize incentives, work safety and organizational commitment to improve employee performance.

Test Model T

The T test (Test T) is one of the statistical tests used to test the truth or falsity of the null hypothesis which states that among the mean samples from the same population, there is no significant difference.

Table 2. T Model Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.148	.500		.297	.768
	Incentive	.043	.020	.046	2.104	.039
	Work safety	.385	.057	.436	6.719	.000
	Organizational Commitment	.571	.066	.562	8.657	.000

Source: Processing researchers 2021

According to studies, work safety has a positive impact on employee performance, which means that the higher or better the level of work safety, the higher or better the employee performance. There is a positive correlation between incentives and employee performance, which means that the more incentives a business provides to its workers, the better their performance. Similarly, there is a positive correlation between organizational commitment and employee performance, indicating that the more committed a business is to ensuring a secure future for its workers, the higher the employee performance.

Influence of Incentives on Employee Performance

The results of the study show that there is a positive influence between incentives and employee performance, meaning that the higher the incentives provided by the company to employees, the higher the

employee's performance. Theoretically, incentives have a beneficial effect on employee performance, as they are influenced by a number of variables, including job satisfaction, stress levels, physical conditions, work, pay schemes, and economic problems (Sembe & Ayuo, 2017). As can be seen, one of the most important aspects of efforts to improve performance is the payment system. Incentives are included in the compensation system. This incentive has a direct effect on employee performance, which is measured by the amount of work completed and the timeliness of completion. Incentives have a considerable influence on the performance of employees at PT. Ministry of Coal Mining of Kalim Prima Coal (Alamsyah, 2013).

Prior research on the impact of pay on performance indicates that compensation has a positive and substantial effect on performance, whereas motivation acts as a moderator of the connection between compensation and performance (Firmandari, 2014). Incentives have a considerable influence on motivation, incentives also have a considerable influence on performance, and work motivation has a beneficial effect on performance (Mamdani and Minhaj, 2016). Previous research that tested the variables of material incentives and non-material incentives had a significant or significant effect on employee performance (Candrawati, Musadieg, & Hakam, 2013). Employee performance is also influenced by the incentive variable, the incentive variable affects the performance variable at PT. Erlangga Aditya must be a motivation to achieve organizational goals that must be achieved for success and encourage employees to work harder to face increasingly fierce competition (Zulkarnaen & Suwarna, 2017). Additionally, several researches have shown that the pay variable has no discernible impact on employee performance. Employee performance is significantly affected by incentive factors (Haeruddin, 2017).

It demonstrates that incentives have a consistent impact on employee performance, based on a review of prior studies. This indicates that companies need to provide adequate incentive facilities for employees, so that they are comfortable at work and have an impact on improving the quality of employee performance, so as to be able to develop the company. Empirically, Bank BTN provides variable compensation in the form of long-term incentives (LTI) worth Rp 275 billion to its employees. These funds are used to purchase company shares on the secondary market.

The Effect of Work Safety on Employee Performance

The study's findings show that work safety has a positive impact on employee performance, implying that the higher or better the level of work safety, the higher or better employee performance. Occupational safety and health is defined as the condition of avoiding workplace hazards. This means that workplace safety and health are also critical considerations, since they have a positive impact on employee performance. This research corroborates Parashakti's (2020) findings that workplace safety and health have a positive effect on employee performance. Wangi (2020) asserts that occupational safety and health, as well as work environment features, have a positive effect on employee performance. Usman, Damayanti, and Nurlaela (2019) Occupational safety has a major impact on many factors relating to employee performance. This study is backed up by the view of Mangkunegara (2010), who says that work safety is concerned with preventing workplace accidents throughout a company's manufacturing process.

L. Nasution & R. N. Ichsan (2020). Workplace safety improves employee performance. The t-test indicates that workplace safety has a positive and significant impact on employee performance, implying that improving workplace safety would result in increased employee performance. Safety and health at work have an effect on performance. According to Wibowo (2016), occupational safety and health have a positive effect on

performance through satisfaction. Employee performance is impacted by occupational safety and health. Makadao, Kawet, and Rondonuwu (2017) found that workplace safety and health have a substantial impact on employee performance whether they occur concurrently or concurrently.

According to this research, work safety regularly has an effect on corporate performance, making it critical for businesses to adopt work safety measures to boost employee performance. Empirically, Bank BTN maximizes work from home (WFH) activities to minimize the spread of the corona virus (Covid-19). This step was taken by the company to anticipate the spread of the corona virus without disrupting banking services and to prioritize the health and safety of customers and employees.

The Effect of Organizational Commitment on Employee Performance

The results show that there is a positive influence between organizational commitment and employee performance, meaning that the better the company's commitment to providing a good future for employees, the better employee performance. The findings of this study are consistent with previous research, such as Yeh and Hong (2012), which found that organizational commitment has a positive and significant effect on job performance, indicating that employees are willing to stay and devote themselves to achieving work, goals as a result of their high values, and business goals. In addition, the findings of Ghorbanpour, Dehnavi, and Heyrani (2014) show that organizational commitment has a large beneficial effect on employee performance, with normative commitment having the largest influence on average performance, followed by emotional and ongoing commitment.

In contrast to the Arizona study's results, Riniwati and Harahap (2013) found that organizational commitment had a limited impact on employee performance. Additionally, research performed by Subejo, Troena, Thoyib, and Aisjah (2013) demonstrates that, although organizational commitment has a modest impact on performance, organizational commitment comprised of emotional, continuous, and normative commitments has failed to enhance employee performance. Then the research findings of Suswati and Budianto (2013) emotional and sustainable commitment have a good and quite large influence on the performance of KPP Pratama North Malang employees. The findings of this study strengthen the research of Aflah et al (2021) which shows that the dimensions of organizational commitment are predictors of individual/employee performance. Luthans (2006) shows that organizational commitment is positively correlated with desired outcomes such as good performance. Melizawati (2015) found that organizational commitment has a significant effect on employee performance.

This demonstrates that, regardless of incentives, workplace safety and organizational commitment have a constant effect on employee performance. Empirically, Bank BTN's organizational commitment to employees is carried out by empowering employees, including millennial employees, through various steps such as management of performance, delegation of authority and empowerment, resources, training, cooperation, work, structure, and process.

Conclusion

Conclusion

Based on the results of research and discussion of the effect of incentives, work safety and organizational commitment on employee performance, the following conclusions can be drawn:

1. The results showed that work safety had an effect on the performance of the employees of the National Savings Bank.
2. The results showed that incentives affect the performance of the National Savings Bank employees.
3. The results showed that organizational commitment had an effect on the performance of the National Savings Bank employees.

Suggestions

On the basis of the research results, it is important in this paper to present suggestions for empirical and theoretical development, as follows:

- a. Reviewing the provision of incentives by giving bonuses and commissions to employees who excel, providing opportunities for employees to attend continuing education or providing grade increases for employees who take education that is different from the education when they first joined BTN.
- b. Adding work safety facilities for employees such as routine antigen/PCR tests, strengthening health protocols in the work environment by giving vitamins to maintain employee immunity and 3T monitoring (testing, tracing, treatment) such as filling out health self-assessments before entering work.
- c. Increasing organizational commitment to the welfare of employees by providing various training programs so that employees are able to actualize their potential and abilities.
- d. It is hoped that the next author can examine more samples and not only focus on the factors in this study.

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