RISK MANAGEMENT STRATEGY: ANALYSIS OF THE EFFECTS OF MOTIVATION, INCENTIVES, AND CAREER DEVELOPMENT ON ORGANIZATIONAL PERSONNEL

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Abstract: This research delves into the impact of motivation, incentives, and career development on the workforce at PT. Telkomsel Grapari Medan. The study was conducted in response to employee dissatisfaction with PT. Telkomsel's management regarding the non-payment of allowances, leading to large-scale demonstrations. Field data collection was carried out through questionnaires, and data analysis used the multiple analysis method. This analytical technique was employed to assess the influence of independent variables on the dependent variable. The analysis process was conducted with the assistance of SPSS 26.0 for Windows software. The research findings indicate that motivation and career development simultaneously have a significant impact on the workforce at PT. Telkomsel Grapari Medan. This conclusion is based on the F-value of 18.533 with a significance level of 0.000. Partially, both motivation and career development have a significant impact on the workforce. This is evident from the T-values of motivation at 4.539 and career development at 2.891, exceeding the T-table value of 1.996. Meanwhile, the incentive variable does not have a partial impact on the workforce because its T-value is smaller than the T-table value.

Keywords: Motivation, Incentives, Career Development, and Workforce.

INTRODUCTION

Motivation arises in each individual because motivation is a biological factor that is hidden in humans and has different properties depending on the situation, conditions, and interests of the individual. Motivation also appears as factors that direct and encourage a person's behavior or desire to carry out an activity expressed in the form of hard or weak efforts to support the desires obtained depending on the situation and interests of the individual. Every company always takes into account the rights that will be obtained by employees if their employees reach the standards set by the company whether it is in the form of money, goods or awards. The rights granted by the company are often referred to as incentives. Incentives are given to employees who have good performance and good results. For the improvement of career development, the company always emphasizes the productivity of its employees as a benchmark for the basis of improvement. Because each company has a different career path. The career or position given by the company is the fruit of the employee's achievements towards his company. Differences in employee status in a company become a strong benchmark to make employee performance increase, decrease or can be said to be less productive. The status of contract employees is usually not too significant compared to the status of permanent or non-contract employees. Sometimes the social relationship status of an

employee can make the employee more motivated at work measured by the level of need of the employee. For example, the difference in the level of need for a married employee is very different from the level of consumption with an unmarried one. Researchers conducted research in a large company, namely a company engaged in plantations, namely PT. Telkomsel Gripari Medan. This research was made by researchers based on problems in the office of PT. Telkomsel Gripari Medan which had occurred in November 2018 about dissatisfaction with human resource management about unpaid allowances Such as health benefits, pension benefits, and welfare demands for employees. From the explanation above, a problem formulation can be drawn as follows:

1. Does work motivation have a significant effect on the organizational personnel of PT. Telkomsel Gripari Medan?
2. Whether the provision of incentives has a significant effect on the organizational personnel of PT. Telkomsel Gripari Medan?
3. Whether career development has a significant influence on the organizational personnel of PT. Telkomsel Gripari Medan?
4. Whether motivation, incentives and career development together have a significant influence on the organizational personnel of PT. Telkomsel Gripari Medan?

LITERATURE REVIEW

Definition According to Hidayat et al (2023), motivation is defined as factors that direct and encourage a person's behavior or desire to carry out an activity expressed in the form of hard or weak effort. These factors are often referred to as motivation, as desired goals drive people to behave.

Motivation comes from Latin, which is the word movere which means encouragement in a person to be able to act to achieve certain goals. Motivation is a person's desire, drive, and need to be able to perform a particular activity. So that motivation is defined as a force that drives action toward a goal (Wahyuni, 2020). According to Hasibuan (2006: 153), Robbins and Judge (2008) are described in a hierarchy of five basic human needs according to Maslow (figure 1), namely:

1. Physiological needs, including hunger, thirst, shelter, sexual and other physical needs.
2. Security or safety needs, including wanting to be protected from physical and emotional harm
3. Social needs (Affiliation or acceptance needs), including affection, belonging, acceptance, and friendship.
4. Esteem needs include internal rewards such as self-respect, autonomy, and achievement as well as external reward factors such as recognition and attention status.
5. Needs for self-actualization, the drive to become someone according to one's abilities includes growth, achievement of one's potential, and self-fulfillment.

Definition of Incentives

According to Yuniarsih and Suwatno (2008: 131), incentives are a form of appreciation or rewards given to workers or members of organizations to increase work motivation and productivity. It is not fixed in nature and can be given at any time. Suwatno and Donni (2011: 234) stated that incentives act as a stimulus that stimulates interest in work. The implementation of this concept in an organization is expected to improve performance and productivity because employees will be motivated to work optimally. Danim (2004: 9) defines incentives as a form of reward given by organizations in recognition of individual or workgroup achievements. According to Malayu SP. Hasibuan (2001: 118), incentives are additional remuneration given to certain employees who succeed in achieving or exceeding the achievement of set standards. Hasibuan (2008: 94) considers the preparation of incentives, among others:

1. **FACILITIES:** In the form of enjoyment or perks such as company cars, club memberships, special parking lots, or access to company health care provided to employees.
2. **LENGTH OF TIME EMPLOYEES WORK:** The amount of incentives can be determined based on the length of time employees carry out or complete a job.
3. **SENIORITY:** Incentives can be given based on the level of seniority of employees in the organization, indicating the presence of high loyalty from employees to the organization they work for.
4. **NECESSITY:** Incentives are tailored to the level of urgency of the employee's decent living needs, ensuring that incentives can be used to partially meet basic needs.
5. **Worthiness and fairness:** The incentive system must be related to the relationship between sacrifice (input) and outcome (output), where the higher the sacrifice required by a position, the higher the expected incentive. Evaluation is carried out based on the sacrifices required by a position.

Understanding Career Development

According to Handoko (Sinambela, 2019: 260), career development can be defined as efforts to improve and improve personal improvement carried out by a person to achieve the desired career goals. This statement is in line with the views of Riva'i and Sagala (as mentioned in Cut Ermiati et al., 2018:20) which describe career development as a process of improving individual employability aimed at achieving the expected career path. Factors that can affect career development according to Donni Juni Priansa (2018: 163) include:

1. **Work Performance and Productivity**: High levels of performance and work productivity tend to accelerate and facilitate the improvement of employee career ladders compared to those who have low performance and productivity.
2. **Experience**: Employees who have experience will be preferred to occupy higher positions because the experience they have is considered to provide benefits to the organization.
3. **Competence and Professionalism**: The level of competence and professionalism of employees greatly affects career development. Employees with good quality competence and professionalism are considered to contribute positively to the development of the organization.

4. **Education**: The level of employee education is also a factor that facilitates career development.

5. **Achievement**: Employees who have amazing achievements tend to be prioritized to occupy more strategic positions because these achievements are evidence of superior performance.

6. **Leader**: The role of leadership is very significant in employee career development. Closeness and good relationships with leaders can accelerate career development.

7. **Co-workers**: Good relationships with colleagues, especially in solid cooperation, can facilitate the implementation of tasks and achieve organizational targets optimally.

8. **Lower Position Employees**: Employees with lower positions can affect the career development of their superiors. The optimal performance of low-position employees can encourage superiors to reach a higher career path.

9. **Network**: Networking, both inside and outside the organization, can make it easier for employees to achieve certain career paths.

10. **Fate**: Good fortune is also a factor that can affect the career development of employees, where some employees with good fortune can achieve brilliant careers.

Organizational Personnel

According to Gary Dessl, "organizational personnel" or "human resources" is a term that includes all workers who work for an organization, regardless of the type or level of work. According to Robbins and Coulter, an "organizational force" is an employee or worker who is part of the organization and contributes to achieving organizational goals. To achieve organizational goals, there are various elements that can be used and integrated in various aspects of organizational management and operations. Some common elements that are often used in achieving organizational goals include:

1. **Organizational Strategy:** Plans and steps designed to achieve the long-term goals of the organization. Strategy can include market development, product innovation, or business expansion**.**

2. **Human Resource Management (HRM):** Workforce management, including recruitment, training, career development, and performance management, to ensure that the organization has a qualified and motivated team.

3. **Organizational Structure:** The internal layout and hierarchy of the organization. An efficient structure can facilitate communication and cooperation between units**.**

4. **Organizational Culture:** Shared values, norms, and behaviors that describe the organization's identity and goals. Organizational culture can affect employee motivation and performance.

5. **Information Technology and Systems:** The use of appropriate information technology and systems can improve operational efficiency and support decision-making**.**

6. **Finance and Financial Management:** Management of the financial aspects of the organization, including budget planning, risk management, and financial reporting**.**

7. **Marketing and Branding:** Strategies for marketing products or services, building brands, and attracting customers.

8. **Research and Development (R&D):** Efforts to improve or create new products, services, or processes that can provide a competitive advantage.
9. **Organizational Governance:** A good system of supervision and management to ensure compliance with regulations, business ethics, and internal policies.
10. **Cooperation and Partnership:** Collaborate with external parties, such as business partners, suppliers, or non-profit organizations, to achieve common goals.

RESEARCH METHODS
Population and Sample

According to Sugiyono (2010: 61), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions.

For a population of 135 people, researchers only examined 70 organic employees. The rest are outsourced employees.

According to Sugiyono (2010: 62), the sample is part of the number and characteristics possessed by the population. If the population is large, and it is not possible for the researcher to study all that exists population, for example due to limited funds, energy and time, then the researcher can use samples taken from that population. The sampling technique used is saturated sampling or census methods that specialize in permanent employees only.

This study used survey methods and multiple linear regression analysis techniques.

Variable Identification

Based on the problems and hypotheses proposed and the conceptual framework used, the variables analyzed consist of two types, namely independent variables (independent) and dependent variables (dependent). The independent variable (X) is the independent variable that affects or causes its change or the emergence of a dependent variable (bound) consisting of:

1. Motivation (X1)
2. Incentives (X2)
3. Career Development (X3)

The dependent variable (Y) is the variable that is affected or that becomes a result due to the presence of an independent variable (Independent). For independent variables, namely:

Data Types and Sources

The data used in the study are quantitative data and qualitative data. Quantitative data in the form of numbers such as the number of employees, questionnaire answer scores and others.

1. Primary Data Source

   Data obtained specifically by researchers to answer research questions. This data was obtained directly from through questionnaires and also data on the results of interviews given to research respondents

2. Secondary Data Sources

Data are obtained from written documents collected by researchers to reinforce variables. The data is in the form of books, journals, and theses researched by previous researchers. For data collection techniques, it is divided into 3, namely:

1. Questionnaire

In the form of questions related to problems that are arranged systematically and carefully mummified so that the answers generated from respondents are the content or answers of the research problem formulation.

2. Documentation

   Documentation technique is a way of collecting data using documents related to the research or looking for data on things or variables in the form of notes, transcripts, books, newspapers, magazines, inscriptions, leggers, minutes, agenda meetings and others (Arikunto, 2002: 206)

3. Observation

   Observation is a way of collecting data by making direct observations of research objects (Morrisan, 2017: 143)

Data Analysis Techniques

The collected data is then tested and analyzed with Statistical Product and Service Solution (SPSS) version 26. The data used in this study are data quality tests, classical assumption tests, and hypothesis tests.

1. Data Quality Test

There are two types of data quality tests, namely data validity tests and data reliability tests. The data validity test is the level of ability of research instruments to disclose data following the problem to be disclosed and to measure the validity or absence of questionnaires. While the tool to measure a questionnaire is an indicator of a variable. A questionnaire is said to be reliable or reliable if a person's answers to questions are consistent or stable over time (Ghozali, 2009: 50).

2. Classical Assum

The classical assumption test is divided into 4 parts, namely:

a. Data Normality Test

   The normality test in this study was conducted to test whether the regression model, confounding, or residual variables had a normal distribution.

b. Multicollinearity Test

   Used to test whether the regression model found a correlation between independent variables).

c. Autocorrelation test The Autocorrelation test aims to test whether in a linear regression model, there is a correlation between confounding errors in period t with errors in period t-1 (previously).

d. The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from residuals from one observation to another. If the variance of the residual from one observation to another is fixed, then it is called homoscedasticity and if different it is called heteroscedasticity (Ghazali, 2005: 105). Before we go to the hypothesis test stage, there is a formula that will be used in this study, namely multiple linear regression analysis:

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

Ket :
Y = Organizational Personnel   X1 = Motivation
a = Constant   X2 = Incentives
b1 = coefficient x1   X3 = Career Development
b2 = coefficient x2   e = Error Factors
b3 = coefficient x3

e. Test the hypothesis

For hypothesis tests, it is divided into two, namely the F test, which is a simultaneous or joint test. To find out that the independent variables simultaneously affect the dependent variable is done by comparing the p-value in the Sig. column with a level of significance of 0.05. If the p-value is less than 0.05 then Ha is accepted and Ho is rejected, otherwise, if the p-value is greater than 0.05 then Ha is rejected and Ho is accepted. Likewise, the difference test for t test is used to test variables partially or variables separately.

DISCUSSION

From the above writing and the distribution of questionnaires in the field, it can be described as a discussion as follows:

1. Age of Respondent

Respondents amounted to 70 people, the average age of respondents or the most, namely the age of 26-30 years as many as 29 people with a percentage of 41.43%, followed by the age of 31-35 years as many as 26 people with a percentage value of 37.41%. The rest are aged 20-25 and 36-45 years.

2. Respondent Education

The respondents taken as a sample were mostly educated as undergraduates by reaching a percentage of 70% while the least of 5.71% were educated (S2). This reflects that employees at PT. Telkomsel.For the next discussion, the results of the data analysis test and the classical assumption test will be explained, consisting of:

1. Test Data Analysis

1.1 Reliability Test

Tabel 1. Reliability Test

Variabel	Alpha	Keterangan
Motivasi	0,656	Reliabel
Insentif	0.758	Reliabel
Karir	0,711	Reliabel
Tenaga Organisasi	0,626	Reliabel

From the table above, it shows that all variables have a fairly large Alpha coefficient, which is 0.60, so it can be said that all the measuring concepts of each variable from the questionnaire are reliable so that henceforth the items in each variable concept are worthy as a measuring tool.

2. Classical Assumption Test

2.1 Multicollinearity Test

Tabel 2. Multicollinearity Test

No	Variabel Independen	Nilai Tolerance	Nilai VIF (%)
1	Motivasi	0,727	1,367
2	Insentif	0,823	1,215
3	Karir	0,794	1,260

If the VIF value is less than 10 and the tolerance value is above 0.1 or 10%, it can be concluded that the regression model does not occur multicollinearity (Ghozali, 2005). From table 2 shows that the VIF value of all independent variables in this study is smaller than 10 while the tolerance value of all independent variables is more than 10% or the tolerance value is above 0.1 which means there is no correlation between independent variables whose value is more than 90%, it can be concluded that there are no symptoms of multicollinearity.

2.2 Heterokedasticity Test

The results of the study in this study show that the points spread out and do not form a certain clear pattern either above or below the zero on the Y axis. This indicates that there is no deviation from the classical assumption of heterokedasticity.

2.3 Autocorrelation Test

Durbin Watson value at the siginization level of 0.05 (5%), with n = 70, and k = 3, then the value of dL = 1.525 and dU = 1.703.The correlation test results show Durbin Watson value of 2.144. Thus, the Durbin Watson value is greater than dU= 1.703, which means there is no autocorrelation.

2.4 Test the hypothesis

1. First Hypothesis Testing (H1)

Through the results of calculations that have been carried out, a t-count value of 4.539 was obtained with a significance level of 0.00 results smaller than 0.05, which means that the hypothesis in this study rejects H0 and accepts H1. This test statistically proves that motivation has a positive effect on employee performance. This means that there is an influence between motivational variables on employee performance at PT. Telkomsel Grapari Medan Branch.

2. Second Hypothesis Testing (H2)

The results of the second hypothesis test have proven that there is no influence between the provision of incentives on employee performance because the results of the test with a Sig value of 0.06 > 0.05, which means that they do not receive H2 From this value the significance value of 0.06 is greater than 0.05. This means that the incentive variable does not have a significant effect on employee performance.

CONCLUSION

Based on the results of the study, it can be concluded as that "Motivation Positively Affects Organizational Personnel" (H1). From data analysis, it was found that motivation has a positive influence on employee performance at PT. Telkomsel Grapari Medan Branch. The results of the hypothesis test showed that the t-count value was 4.539 with a significance level of 0.00 (p < 0.05), so that the null hypothesis (H0) was rejected and the alternative hypothesis (H1) was accepted. This suggests that the higher the level of motivation, the better the performance of employees.

The results of testing the Incentive hypothesis do not have a significant effect on organizational personnel (H2). The results of the analysis showed that the provision of incentives did not have a significant effect on employee performance at PT. Telkomsel Grapari Medan Branch. This is reinforced by a significance value of 0.06 which is greater than the established significance level (0.05). Therefore, the null hypothesis (H0) for the incentive variable is accepted, while the alternative hypothesis (H2) is rejected.

SUGGESTION

Based on the above findings, it is recommended to the management of PT. Telkomsel Grapari Medan Branch to pay more attention to employee motivation development strategies, considering that motivation has a significant positive influence on performance. In addition, further evaluation related to incentive programs can be carried out to increase their effectiveness in increasing organizational personnel.

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