

ABSTRAK

Persaingan dalam dunia usaha yang semakin meningkat memacu perusahaan untuk terus meningkatkan kinerja karyawan yang akan berdampak pada peningkatan kinerja perusahaan, upaya peningkatan kinerja karyawan bukan sesuatu yang mudah dilakukan karena kompleksnya faktor yang dapat mempengaruhi kinerja karyawan. Penelitian ini bertujuan untuk mengetahui pengaruh langsung dan tidak langsung pelatihan dan insentif terhadap kinerja karyawan dengan motivasi sebagai variabel intervening. Data primer dikumpulkan dari 65 orang responden dengan menggunakan kuesioner. Responden diambil menggunakan teknik *purposive sampling*. Dengan kriteria sampel adalah karyawan level Manager, *Engineer / Auditor, Sales, Administrasi* dan sudah bekerja minimal dua tahun. Data dianalisis menggunakan *Partial Least Square (PLS)* berbasis *Structural Equation Model (SEM)* dengan menggunakan *software SmartPLS 3.0*. Hasil analisis menunjukkan bahwa Pelatihan tidak berpengaruh langsung terhadap kinerja karyawan; Insentif tidak berpengaruh langsung terhadap kinerja karyawan; Motivasi memediasi secara penuh pengaruh pelatihan terhadap kinerja karyawan; dan Motivasi memediasi secara penuh pengaruh insentif terhadap kinerja karyawan. Dengan demikian hasil penelitian ini menunjukkan bahwa pelatihan dan insentif berpengaruh positif terhadap kinerja dengan motivasi sebagai variabel intervening.

Kata Kunci: *pelatihan, insentif, kinerja, motivasi, variabel intervening*

ABSTRACT

The Increasing of competition in the business has spurred companies to keep improving their employee's performance, which have an impact to the improvement of the company's performance. In order to improve the employee's performance, company needs special efforts, due to the complexity that affects the employee's performance. This research is aimed to determine the direct and indirect effect of training and incentives to employee's performance with motivation as an intervening variable. Primary data were collected from 65 respondents by using a questionnaire. Respondents were chosen using purposive sampling technique. The sample criteria were employees in Manager Level, Engineer / Auditor, Sales, and Administration position who have been working for at least two years. The data were analyzed using Partial Least Square (PLS) based on Structural Equation Model (SEM) using SmartPLS 3.0 software. The results of the analysis show that training has no direct effect on employee's performance; Incentives do not have a direct effect on employee's performance; Motivation fully mediates the effect of training on employee's performance; and motivation fully mediates the effect of incentives on employee's performance. Thus, the results of this research indicate that training and incentives have a positive effect toward performance with motivation as the intervening variable.

Kata Kunci: *training, incentive, performance, motivation, variable intervening*

