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## The Effect Of Transactional Leadership, Incentives, Intrinsic Motivation And Hofstede Culture On Working Practice (Study Of DLH Empat Lawang Case)

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**Abstract.** This research aims to determine and analyze the influence of Transactional Leadership, Incentives, Intrinsic Motivation, and Hofstede Culture on Work Performance at the Empat Lawang Regency Environmental Service Office, both partially and simultaneously. The research method used in this research is a quantitative method using questionnaires distributed to respondents. Test data quality using validity tests, reliability tests, normality tests. The analysis used is multiple linear regression analysis, partial test, simultaneous test, and coefficient of determination. The results of the discussion and analysis show that Transactional Leadership, Incentives and Intrinsic Motivation are proven to have a significant effect on work performance. Meanwhile, Hofstede Culture does not have a significant effect on Job Performance at the Empat Lawang Regency Environmental Service Office.

**Keywords:** *Transactional Leadership, Incentives, Intrinsic Motivation, Hofstede Culture, Work Performance.*

### INTRODUCTION

Along with the times and technological advances, human resources working in a government or private organization are required to have high productivity to support the progress of the organization. If human resources can be used effectively and efficiently, they will be useful to support the progress of the organization, but if they are not, they will not be able to support the progress of the organization. Subscribe to DeepL Pro to edit this document. Visit [www.DeepL.com/pro](http://www.DeepL.com/pro) for more information. 2 On the other hand, if it is not utilized effectively and efficiently, it will have an impact on the decline of the organization. The problem now is how to create human resources that can produce optimal productivity, so that organizational goals will be achieved. Human resources are said to be productive if they have discipline and high work productivity and can complete their duties and responsibilities in a timely manner. Therefore, the organization should provide encouragement or motivation in an effort aimed at increasing employee work productivity. Therefore the authors try to examine the variables that affect motivation. In this study, namely leadership, incentives, organizational culture, and work ethic. Leadership has a strong influence in creating high work motivation among employees. The ability of a leader as a superior can determine the quality of work of his employees, where with the right type of leadership in accordance with the wishes of employees, high work motivation will automatically arise from employees. Based on field observations, leadership at the Environmental Service Office of Empat Lawang Regency is gentle and family-based. As a human person, of course, it feels good to be humanized as well as being considered a family. However, in an organization this has a considerable impact. In addition, the leadership also

appears to give special treatment to employees who have a fraternal relationship with the upper class. Providing incentives is needed because with these incentives, employees will get personal satisfaction. Through the acquisition of high rewards, the employee's morale will also be high, so that the spirit of work is based on awareness and loyalty not based on coercion from superiors. Incentives can also be interpreted as a stimulus from the organization to its employees in providing motivation to improve the performance expected by the organization. Organizational culture also has an important role in improving employee performance. Organizational culture serves as a binder for all components of the organization, determines identity, injects energy, motivators, and can be used as a guide for organizational members. Organizational culture is an adhesive tool that can make organizational groups closer, which can be a positive energy that can bring the organization to a better direction. Leadership and organizational culture have a very close relationship, because each leader has a different leadership style which in turn will form an organizational culture. So it is often said that organizational culture reflects the leadership in the organization, the parable is like two sides of a coin that have the same value. These things make organizational culture can affect employee work motivation. A person's work ethic at work can be influenced by personality. Apart from personality, work ethic is also influenced by the system that a person adopts at work. This is what will distinguish the spirit of work between one and another. Work ethic must be owned by every employee, 3 because a good work ethic will be able to display its commitment to the organization. Then in the end it is useful to develop and achieve organizational goals. Work ethic is the foundation of true and authentic success. Work ethic determines a person's performance in carrying out their duties and obligations. If an individual is in a condition of having a good work ethic, then the motivation to do a job will be high as well, but vice versa There are aspects of work ethic that have been proven to be universally accepted and trusted. Work ethic is obtained from family, friends, and the environment which ultimately affects one's attitude as well as in his work.

## **LITERATURE REVIEW**

### **Transactional Leadership**

Leadership is an applied science of the social sciences because its principles and formulations are useful in improving human welfare. As a first step to study and understand everything related to aspects of leadership and its problems. It is necessary to first understand the meaning or understanding of leadership through a variety of perspectives. According to Robbins (2016: 127) Leadership is the process of leading a group in achieving its goals. Leadership is what leaders do". According to Taryaman (2016: 7) in general it can be said that "Leadership is a science and art to influence other people or a group of individuals to work together, not against each other in order to achieve organizational goals". According to Sutrisno (2019: 213) "Leadership is a process of a person's activities to mobilize others by leading, guiding, influencing others, to do something so that the expected results are achieved".

### **Incentives**

Incentives as a means of motivation that encourages employees to work with optimal abilities, which are intended as extra income outside of a predetermined salary or wage. Providing incentives is intended to meet the needs of employees and their families. Hani Handoko (2016: 15) states that "incentives are stimuli offered to employees to carry out work according to or higher than predetermined standards". Incentives are the end result of a combination of assessment components that are assessed and worked on. Meanwhile, the definition of incentives according to Hasibuan (2017: 118) is additional compensation given to certain employees whose performance is above standard performance. According to Wibowo 4 (2017:

172) incentives link rewards and performance by rewarding performance not based on seniority or hours worked.

### Motivation

Robbins (2016:127) defines motivation as a process that explains the strength, direction, and perseverance of a person in an effort to achieve goals. Meanwhile, according to Hasibuan (2017: 110) Motivation is the provision of encouragement to workers so that they have a spirit of cooperation in doing a job so that work can be done effectively and integrated to achieve satisfaction.

### Work Achievement

Work performance is a skill that is expected by agencies or companies from their employees in order to develop and smooth the attitude of the company's work, so that the goals of the company or agency can be achieved. Work performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals legally, not against the law and not against morals or ethics. Rivai (2013: 92). 5 Work achievement is a result of the work that a person achieves in carrying out skills, experience and seriousness and time. Hasibuan (2017: 94). Work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Mangkunegara (2016: 67). Work achievement is a person's level of proficiency in the tasks that include his job. Sutrisno (2019: 150).

## METHODS

This research was conducted for 6 (six) months from October 2023 to March 2024. This type of research includes quantitative descriptive research that emphasizes causal relationships (causal effect). Subjects in this study were employees of the Environmental Service Office of Empat Lawang Regency, totaling 38 employees. The data collection technique was carried out by distributing questionnaires. The analysis technique is multiple linear regression with SPSS tools.

## RESULTS NAD DISCUSSIONS

**Table 1 Multiple Linear Regression**

		Coefficients <sup>a</sup>		
		Unstandardized Coefficients		Standardized Coefficients
Model		B	Std. Error	Beta
1	(Constant)	3.184	3.370	
	Leadership_Transactional	.114	.050	.279
	Insentive	.242	.066	.462
	Motivation_Intrinsic	.151	.056	.308
	Culture_Hofstade	.118	.061	.222

a. Dependent Variable: Performance

So it can be written in the form of a regression equation as follows  $Y = 3.184 + 0.114 (X1) + 0.242 (X2) + 0.151 (X3) + 0.118 (X4) + e$

**Table 2 Partial Test (t-test)**

		Coefficients <sup>a</sup>	
Model		t	Sig.
1	(Constant)	3.616	.001
	Leadership_Transactional	2.270	.030
	Insentive	3.671	.001
	Motivation_Intrinsic	2.719	.010
	Culture_Hofstade	1.935	.062

a. Dependent Variable: Performance

Based on the table above, Transactional Leadership, Incentives and Intrinsic Motivation are stated to have an influence on Work Performance because they have a significance value smaller than 0.05. Meanwhile, Hofstede Culture does not affect Work Performance because it has a significance value greater than 0.05.

**Table 3 Simultaneous Test (F Test)**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.349	4	21.087	13.774	.000 <sup>b</sup>
	Residual	50.520	33	1.531		
	Total	134.868	37			

a. Dependent Variable: Performance

B. Predictors: (Constant), Culture\_Hofstade, Transactional Leadership, Intrinctive Motivation, Incentive

The results of the SPSS out put calculation above obtained a significance value of 0.000 < 0.05. Thus, it means that the Transactional Leadership (X1), Incentives (X2), Intrinsic Motivation (X3), and Hofstede Culture (X4) variables have a significant effect together on Work Performance (Y).

**Table 4 Coefficient of Determination**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 <sup>a</sup>	.625	.580	1.23730

a. Predictors: (Constant), Culture\_Hofstade, Transactional Leadership, Motivation\_Intrinsic, Incentives

B. Dependent Variable: Performance

Based on the table above, it is known that the R Square result is 0.625, this shows the influence of the Transactional Leadership variable (X1), Incentives (X2), Intrinsic Motivation (X3), and Hofstede Culture (X4) on Work Performance (Y) of 62.5% while the remaining 37.5% is

explained by other factors not examined by the author such as work ability, work skills, work experience, job satisfaction, work attitude and work environment.

## **CONCLUSION**

1. Transactional Leadership is proven to have a significant effect on Work Performance at the Environmental Service of Empat Lawang Regency.
2. Incentives are proven to have a significant effect on Work Performance at the Environmental Service of Empat Lawang Regency.
3. Intrinsic Motivation is proven to have a significant effect on Work Performance at the Environmental Service of Empat Lawang Regency.
4. Hofstede's culture is proven to have no significant effect on Work Performance at the Environmental Service of Empat Lawang Regency.
5. Transactional Leadership, Incentives, Intrinsic Motivation and Hofstede Culture are proven to jointly have a significant influence on Work Performance at the Environmental Life Service of Empat Lawang Regency.

## **LIMITATION**

1. Transactional Leadership at the Environmental Service of Empat Lawang Regency must be further optimized. Leaders must be more observant in seeing the needs of employees so that later transactions carried out can trigger and improve employee performance. In addition, there needs to be further study regarding other leadership styles that are appropriate to be applied to the Environmental Service of Empat Lawang Regency.
2. The Environmental Service of Empat Lawang Regency is required to be more creative in providing incentives so that employees feel reciprocity from excessive workloads caused by special conditions such as forest fires and smoke handling.
3. Intrinsic motivation is proven to have a significant effect on work performance, therefore it is advisable for the Environmental Service of Empat Lawang Regency to implement policies in line with the intrinsic motivation of employees as long as they do not conflict with the goals and principles of the agency so that work performance can increase. Hofstede's culture is proven to have no effect on work performance, therefore it is recommended that the Environmental Service of Empat Lawang Regency pay attention to the appropriate culture to be applied to the Environmental Service of Empat Lawang Regency so that work performance can increase

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