

ABSTRAK

Pencapaian kinerja unit di Telkom Corporate University pada rentang tahun 2009-2014 cenderung *flat* pada level *moderate*. Gambaran ini dapat dilihat dari pencapaian hasil *Employee Engagement Survey* (EES), Kepuasan kerja karyawan adalah 61,2% dengan kategori *low satisfaction index*. Sedangkan untuk pencapaian performansi sebesar 60,43% pada level kurang memuaskan. Telkom telah menerapkan sistem insentif dengan harapan, karyawan dapat memberikan hasil kinerja yang maksimal.

Berdasarkan kondisi tersebut maka perlu dilakukan penelitian tentang pengaruh sistem insentif terhadap motivasi dalam pencapaian kinerja individu karyawan di Telkom Corporate University.

Tujuan dilakukan penelitian untuk mengetahui gambaran sistem insentif, motivasi dan kinerja individu. Termasuk mengukur pengaruh variabel sistem insentif terhadap motivasi karyawan, pengaruh motivasi terhadap kinerja individu dan pengaruh sistem insentif terhadap kinerja individu karyawan di Telkom Corporate University.

Penelitian menggunakan Teknik Sampling, *proportional stratified random sampling* dengan jumlah sampel sebanyak 149 orang dari 224 orang Populasi karyawan Telkom Corporate University. Jenis penelitian metode deskriptif verifikatif, pengolahan data menggunakan SPSS 20.0 *for windows*. Teknik analisis data yang digunakan adalah regresi linier berganda dan uji efek mediasi.

Hasil analisis deskriptif menyebutkan variabel karyawan berpendapat, bahwa sistem insentif berada dalam kategori bagus, motivasi karyawan dalam kategori sangat kuat dan kinerja individu berada dalam kategori kuat. Sistem insentif berpengaruh positif dan signifikan terhadap motivasi karyawan di Telkom Corporate University. Motivasi berpengaruh positif dan signifikan terhadap kinerja individu karyawan di Telkom Corporate University. Sistem insentif berpengaruh positif tetapi tidak signifikan terhadap kinerja individu karyawan di Telkom Corporate University. Hasil uji efek mediasi menunjukkan sistem insentif melalui motivasi, secara tidak langsung memberikan pengaruh yang lebih besar pada kinerja karyawan, dibandingkan dengan pengaruh langsung pada kinerja individu.

Berdasarkan hasil penelitian, maka diketahui untuk meningkatkan kinerja individu karyawan, sebaiknya Telkom Corporate University lebih bijak, lebih menarik dalam memberikan besaran insentif sesuai beban kerja dan hasil kerja. Selain itu juga *senior leaders, manager* harus lebih kreatif dalam memotivasi karyawan dan memberikan teladan yang baik kepada karyawannya agar dapat memaksimalkan kinerja.

Kata kunci: *Sistem Insentif, Motivasi, Kinerja Individu*

Abstract

The achievement of Telkom Corporate University performance from 2009-2014 is considered flat at the moderate level. Based on the accomplishments result from Employee Engagement Survey (EES), the employee satisfaction is 61,2% categorised as low satisfaction index. On the other hand, the rate for achievement performance has reached 60,43% at the less satisfactory level.

Telkom has implemented incentive system in order to enhance the employee performance. Refer to that situation; it is required to conduct research concerning on incentive system influence to the achievement of individual performance of employees in Telkom Corporate University is important. Build on the low satisfactory in working performance.

The purpose of this research to examine the incentive system, motivation, and individual performance within Telkom Corporate University. The research will measure the variable of incentive system influence towards employee motivation, motivation influence on individual performance and incentive system influence on individual employee performance in Telkom Corporate University.

The research will use the proportional stratified random sampling from 149 out of 224 employees of Telkom Corporate University. The descriptive verificative method will be used in this research with data processing will utilise SPSS 20.0 for windows. The multiple linear regression and mediating test effect will be used as data analysis technique in this research.

The result from descriptive analysis demonstrates the employee variable on incentive system categorised in excellence level, employee motivation and individual performance are in robust position. Incentive system has contributed to the improvement of individual performance within Telkom Corporate University. The mediating test effect shows that incentive system through to motivation, indirectly is giving larger influence on the performance of individuals, compare to a direct influence on the performance of individuals.

From this research to enhance the individual employee performance, Telkom Corporate University should be wiser and use attractive method in giving the incentive based on the workload and result performance. Also, the senior leaders, managers should further motivate employees and set a good example to their employees in order to maximise performance.

Keywords: System Incentives, Motivation, Individual Performance