

**THE ROLE OF TENURE AND INCENTIVES ON EMPLOYEE
BEHAVIOR**

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Abstract

Every company needs to pay attention and regulate employee behavior in the workplace so that the stability of organizational life is maintained in a conducive manner. Various efforts have been made to achieve this, such as providing incentives. By paying attention to the adaptation of employees in the work environment based on years of service. The purpose of this study is to determine the role of tenure and incentives that shape employee work behavior. The selected population is all employees who work at a private bank branch office in Surabaya. All employees other than the leadership at the bank were sampled as many as 49 people. Regression analysis to answer the purpose of this study with the help of SPSS. The results obtained are the length of service and incentives together and individually proven to have a role to shape employee work behavior. The variable of tenure is more dominant in shaping employee work behavior.

Keywords: *tenure, incentives, work behavior, work environment, productivity.*

1. INTRODUCTION

Companies are generally established with the aim of surviving and are expected to obtain maximum profit. For this reason, companies must pay attention to the intense competition in the business world and unfavorable economic conditions, forcing the company's leadership to always actively strive so that the company is able to generate maximum profits.

To achieve maximum profit, every company in carrying out its activities cannot be separated from the role of existing resources in the company, one of which is human. Human resources are the main factor for the smoothness and survival of a company. In every business run, every company certainly has certain goals to be achieved efficiently, namely with a certain number of operational costs that can generate maximum profits for the survival and development of the company. Efforts are made to achieve goals, including by using available resources, these resources include capital, raw materials, technology and also the role of reliable and professional human resources is needed (Khasanah, 2018). This is done to hopefully achieve a high level of productivity.

To increase employee work productivity, an encouragement is needed by managers to employees (Issalillah, 2020). A very important aspect of a manager's job is how to enable employees to carry out their tedious and repetitive work in the most efficient way. Therefore, encouragement in doing a job is very much needed by an employee to have a high spirit which is marked by an increase in work productivity, so that the goals achieved by the company can be in accordance with what is desired by the company.

One of the motivational generating factors in work can be in the form of providing appropriate wages or salaries according to an agreement and statutory regulation that is paid on the basis of a work agreement between the employer and the job recipient (Gunawan, 2015). Meanwhile, other factors that may also affect the work behavior of employees are incentives and

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the employee's tenure. Wages and incentives that will be received by each employee will certainly vary depending on work performance and employee tenure (Chiang & Birtch, 2012).

Years of work can also affect work behavior. Of course, the behavior of employees who do not have a period of service or experience will be different from the work behavior of employees who have had quite a number of years of service (Asik-Dizdar & Esen, 2016). Term of service shows how long employees donate their energy to a particular company. The extent to which the workforce can achieve satisfactory results at work depends on certain abilities, skills and skills in order to carry out their work well (Jovanović, 2019). Experienced employees are always more flexible than younger, non-experienced or fresh graduates. Experienced employees are also familiar with work pressures, work culture and work ethics (Andayani et al., 2010). This is because they have experienced it before, and will make their work easier than others.

The provision of incentives plays an important role because it is believed that it will be able to overcome various problems in an increasingly complex workplace such as low performance due to the enthusiasm and enthusiasm of employees who are still not fully good (Darmawan et al., 2020). This could be due to the lack of work motivation, and the absence of additional income for employees other than salary ((Kooij et al., 2014); (Mardikaningsih et al., 2017)).

Incentives are given if the tasks or burdens given by the company to employees can be completed with satisfactory results or exceed standards (Giancola, 2011). The provision of incentives must be fair and based on the achievements and/or years of service that employees have been able to achieve so as not to cause social jealousy and trigger conflicts between employees (Riener & Wagner, 2019).

For companies, the provision of incentives is expected to improve employee performance, work productivity, loyalty, discipline, a sense of responsibility towards the position and the better quality of leadership for employees ((Dohmen & Falk, 2011); (Sinambela et al., 2020)). With the provision of incentives they have the opportunity to increase their income (Hammermann & Mohnen, 2014). Providing incentives by companies can provide benefits in the form of high turnover for the company, because the main goal of employees working hard and performing well is to get good cash with incentives (O'Halloran, 2012). The provision of poor benefits or incentives will lead to unexpected work behavior and will lead to a low and decreased level of satisfaction (Presslee et al., 2013).

By providing decent wages or salaries coupled with incentives, employees are increasingly motivated to work harder to carry out their responsibilities to the company so that company goals will be achieved ((Jeffrey & Adomdza, 2010); (Didit & Nikmah, 2020)). In addition, the provision of wages and incentives can create an aura of healthy competition between employees in the company, the results of which will be seen by employees who have high loyalty to the company, employees who just finish their work and employees who do not care about the company (Sun et al., 2007).

There is an interest in understanding work behavior. Employees must be monitored daily at work even though there is a disciplinary program to regulate employee behavior. This study will examine the role of tenure and incentives that shape employee work behavior.

2. IMPLEMENTATION METHOD

This quantitative research describes a problem or situation based on the relationship between the independent variable and the dependent variable. The independent variable is the period of service and incentives, while the dependent variable is the employee's work behavior. The selected population is all employees who work at a private bank branch office in Surabaya. All employees other than the leadership at the bank were sampled as many as 49 people.

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Data collection techniques by distributing questionnaires as a data source. The questionnaire used in this study was used to collect data on the variable length of service (X1), incentives (X2) and employee work behavior (Y) which are questions using a Likert scale. The indicators used to measure the working period are length of time; level of knowledge and skills; and mastery of work and equipment. To measure incentives based on two things, namely financial and non-financial incentives. Work behavior is indicated by indicators of sincerity, completeness, hard work, and working right.

The test of the instrument is the validity test and the reliability test. Validity is known by the value of Corrected Item Total Correlation which must be higher than r table whose value is determined at 5% significance with a 2-sided test and n=47. Reliability using Cronbach's Alpha scale. The results of the analysis obtained that Cronbach's Alpha scale of each variable was greater than the critical r value (2-sided test) at a significance of 5% with n = 47. After testing the instrument, regression analysis was carried out to answer the objectives of this study with the help of SPSS.

3. RESULTS AND DISCUSSION

After the validity test was carried out, the results obtained that no questions were dropped because all were declared valid based on r count > r table. Likewise with reliability. The items of the research instrument are reliable. The CA value for tenure is 0.752, the CA incentive is 0.706, and the CA is 0.821.

The normality analysis in Figure 1 shows that the data set spreads around the diagonal line and follows the direction of the diagonal line. This means that the regression model meets the assumption of normality.

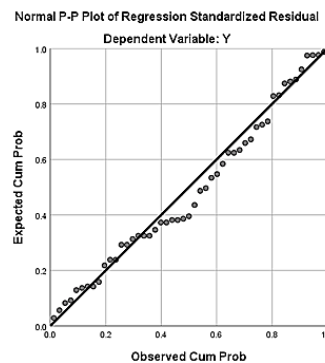


Figure 1. Normality of data

The SPSS output also shows that there is no multicollinearity problem based on the Variance Inflation Factor (VIF) value of 1.444 and tolerance of 0.692. The autocorrelation test obtained a Durbin-Watson value of 1.495 and there was no autocorrelation problem. The regression results are in table 1.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	28.833	4.546		6.342	.000		
	X.1	3.229	.785	.466	4.115	.000	.692	1.444
	X.2	2.138	.596	.406	3.587	.001	.692	1.444

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The t-test showed that each independent variable significantly contributed to the dependent variable. This is indicated by a probability value of 0.000 which is smaller than 0.05. In addition, the regression model obtained is $Y = 28.833 + 3.229 (X.1) + 2.138 (X.2)$. The variable of tenure is more dominant in shaping employee work behavior. Table 2 is ANOVA as a result of the F test.

Table 2. ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1010.669	2	505.334	33.335	.000 ^b
	Residual	697.331	46	15.159		
	Total	1708.000	48			

F test obtained Fcount value of 33.335 with a probability of 0.000. This figure shows that at the level of significance = 0.05, the variable length of service and incentives have a simultaneous significant effect on employee work behavior. The coefficient of determination is 0.592, which means that the contribution of years of service and incentives to shape employee work behavior is 59.2%. Results in table 3.

Table 3. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.769 ^a	.592	.574	3.894	1.495

Thus, tenure is proven to have a role in shaping work behavior. In the workplace, employee behavior is a very important part of working life. Work behavior is the actions and attitudes shown by people who work in the work environment by actualizing themselves through various work-related actions. The company strives to establish consistent and positive work behavior from every employee (Putra et al., 2020). In addition, incentives also have a role in shaping work behavior. Employees can position incentives as drivers that can increase motivation and morale ((Vohs et al., 2008); (Khan et al., 2013)). By providing incentives, employees feel that they get attention and recognition for their achievements. For companies, the purpose of providing incentives is to increase productivity, performance, and work behavior of employees in an effort to realize company goals.

4. CONCLUSION

The results obtained are the length of service and incentives together and individually proven to have a role to shape employee work behavior. The variable of tenure is more dominant in shaping employee work behavior. Based on the previous description, the researcher provides input as consideration for taking policies in the future as a consideration for the company to pay attention to things that can improve employee work behavior, namely by paying attention to employee welfare. With good welfare, employees can be enthusiastic in working and completing the work given by the company according to the standards that have been set.

In improving employee behavior and performance, companies need to consider the length of work, because it is directly formed from the experience they have. In an effort to improve and improve employee behavior and performance to pay attention to a conducive and better work climate. Employees must feel that they have the same goals as the company. Companies should provide challenges and target tasks to employees, provide and generate employee work motivation, increase interaction and working relationships with employees and increase employee wages or salaries. In addition, employees and leaders should support each other and work together in carrying out their duties in an effort to realize the company's goals.

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Incentive variables in this study have the greatest influence in influencing employee work behavior. Companies can improve the work behavior of their employees in various ways, such as providing training, examples or instructions that can make work easier and carry out work safely. With incentives, employees will work optimally and maximally in accordance with the targets set by the company.

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