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The Influence of Leadership Style, Individual Characteristics, and Incentives on Employee Performance at PT. Bank Perkreditan Rakyat Nusantara Bona Pasogit 20 Delitua

Elisabeth Simangunsong[1], Efri Elsridayani Purba[2], Kristina Bangun[3]

[1,2]Santo Thomas Catholic University
[3]Santa Elisabeth College of Health Sciences

Email: elisabeth081966@gmail.com, elfripurba0504@gmail.com, kristinabgn@gmail.com

Abstract

This research discusses how the influence of leadership style, individual characteristics and incentive provision at PT. BPR NBP 20 Delitua. This data was obtained through a survey of questionnaires distributed to 45 (Forty Five) employees at PT. BPR NBP 20 Delitua. The sampling technique used was saturated sampling or census, while the data analysis used was multiple linear regression conducted using SPSS 25 software. The research method used in this study is a quantitative analysis method. Based on the results of the analysis using SPSS 25 software, it is known that ***Y = 1.419 + 0.100X1 + 0.292X2 + 0.446X3****. Leadership style has a significant effect on employee performance, t count (2.886) > t table (1.682). There is a significant influence between individual characteristics and employee performance. With t count (3.883) > t table (1.682). There is a significant influence between incentive provision and employee performance. With the calculated t value (5.596) > t table (1.682). The coefficient of determination (R2) = 74,3% indicates the magnitude of the influence of leadership style, individual characteristics and incentives on employee performance, while the remaining 25,7% is influenced by other factors not included in this study. From the results of the F test, it is known that the calculated F is 39.410 > F table of 2.83 and the significant value of F is 0.000 < α (0.05) so that H0 is rejected and H1 is accepted, meaning that simultaneously the variables of leadership style, individual characteristics and incentives have a positive and significant effect on employee performance at PT. BPR NBP 20 Delitua.*

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***Keywords: Leadership Style, Individual Characteristics, Incentives and* Employee**

INTRODUCTION

In facing business competition, companies need a workforce that is ready to support the company's efforts in carrying out various tasks so that high performance is achieved and facilitate the achievement of company goals, including in terms of improving employee work capabilities. Therefore, human resources are the main asset or capital in an organization that must be maintained and preserved to maintain quality and lead an organization in a better direction. To create superior and better human resources, human resource development is needed with the aim of increasing performance, productivity, stability and flexibility to adapt to changing environmental conditions.

According to Mangkunegara (2014:9) performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Sutrisno (2017:213) "Leadership style is a process of a person's activities to move others by leading, influencing, guiding others to do something in order to achieve the expected performance results. According to Handoko (2012:165) individual characteristics are attitudes, interests, and needs that a person brings to a work situation. According to Moeheriono (2012:259) Incentives are one of the rewards given by a company to its employees as a form of appreciation for their achievements. Incentives can make employees work better in the company, where employees receive various prizes, commissions or certificates, while the company does not need to increase fixed salaries to appreciate employee performance

Some previous research results can be seen below: Ana et al. (2018). "The Influence of Leadership Style and Work Environment on Employee Performance at PT. BPR Agro Cipta Adiguna Pare." The results of this study showed a t-test of 3.232 > t-table 1.701 with a significance level of 0.003 < 0.05. Therefore, leadership style has a positive and significant influence on employee performance.

According to the results of research by Oka et al. (2020), "The Influence of Individual Characteristics and Job Satisfaction on Employee Performance at PT. BPR Suar Artha Dharma, Bandung Regency." The results of this study showed a t-test of 3.845 > t-table 1.679 with a significance level of 0.000 < 0.05. Therefore, individual characteristics have a positive and significant influence on employee performance

PT. Bank Perkreditan Rakyat Nusantara Bona Pasogit 20 (PT. BPR NBP 20) Delitua is a private company engaged in the financial sector under the auspices of Bank Indonesia (BI). The objectives and duties of PT. BPR NBP 20 Delitua are to collect third-party funds in the form of savings and time deposits, as well as to serve both consumer and productive loans to the public. PT. BPR NBP 20 Delitua is a non-foreign exchange

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bank that has a vision, mission and values that reflect the culture to achieve the company's goals. PT. BPR NBP 20 Delitua is located at Jl. Besar Delitua - Medan No.14, Deli Tua Tim, Deli Tua District, Deli Serdang Regency, North Sumatra.

As an overview of the employee performance at PT. BPR NBP 20 Delitua, it can be observed through the percentage of loans collected as well as the targets for loan disbursement and repayment during the 2020–2024 period.

Table 1. Achievement of Loan Disbursement and Collection Targets for the Period 2022–2024.

Year	Targeted Loan Disbursement (Rp)	Actual Loan Collection (Rp)	Percentage (%)
2020	34.600.322.004	33.122.850.000	95%
2021	35.600.303.305	35.200.000.333	99%
2022	39.500.202.105	37.300.600.210	94%
2023	40.800.302.105	37.300.600.210	93%
2024	43.544.555.000	38.600.755.000	90%

Source: *PT.BPR NBP 20 Delituaa*

Based on Table 1 above, it can be observed that the collected loans over the past five years have not reached 100% realization. The highest percentage of loan collection occurred in 2021, while during 2022–2024, the collected loans failed to achieve full realization. In 2021, the percentage of realized loan collection peaked at 99%, indicating that almost all targeted loans were successfully collected. However, after 2021, a significant decline occurred. In 2022, the realization rate dropped to 94%, followed by another decrease to 93% in 2023, and reached its lowest point in 2024 at 90%. The consistent decline in the percentage of loan collection from year to year indicates potential issues in employee performance. The inability to achieve 100% realization after 2021 suggests that the established targets were not consistently met. This condition demonstrates that employee performance has not yet reached its optimal level, which may be attributed to factors such as insufficient leadership style, individual characteristics, and the lack of adequate incentive systems within PT. BPR NBP 20 Delitua.

RESEARCH METHOD

Population and Sample

The population in this study consists of all employees of PT. BPR NBP 20 Delitua, totaling 45 employees. The sampling technique used in this research is the saturated sampling or census technique, in which all members of the population are included as samples. Therefore, the number of respondents in this study is 45 employees.

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Data Collection Techniques

The data used in this research were obtained through questionnaires, interviews, and documentary studies. The data collected are classified as primary data.

1. Questionnaire – a set of structured statements distributed to the employees of PT. BPR NBP 20 Delitua to be filled out according to their actual conditions.
2. Interview – conducted through direct question-and-answer sessions with authorized individuals who can provide relevant information related to the research topic.
3. Documentary Study – carried out by reviewing and analyzing existing documents or company records that are relevant to the research topic.

Operational Definition of Variables

Table 2. Operational Definition of Variables, Indicators, and Measurement Scale

No	Variable	Definition of Variable	Indicator	Scale
1	Leadership Style (X1)	Leadership style refers to a superior's ability to lead group members and influence subordinates to perform their duties and responsibilities in accordance with organizational expectations and goals.	1. Decision-making ability 2. Motivational ability 3. Communication skills 4. Ability to direct subordinates 5. Sense of responsibility 6. Concern for team members 7. Encouraging members to improve competence 8. Maintaining team cohesiveness 9. Respecting differences	Likert
2	Individual Characteristics (X2)	Individual characteristics refer to a combination of psychological traits, experiences, and interests that make each person unique, influencing how they interact with their environment both at work and as consumers.	1. Values 2. Attitudes 3. Interests 4. Skills 5. Beliefs 6. Needs 7. Experiences 8. Expectations	Likert
3	Incentive Provision (X3)	Incentive refers to additional compensation in the form of money, goods, or other benefits provided to employees based on their performance.	1. Compensation 2. Length of service 3. Seniority 4. Bonus 5. Fairness 6. Job evaluation 7. Job suitability 8. Working hours	Likert
4	Employee Performance (Y)	Employee performance refers to an individual's work outcomes in a specific	1. Quality 2. Quantity	Likert

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		context, both in terms of quality and quantity. It reflects the extent to which individuals or organizations meet or exceed predetermined standards, objectives, or criteria.	3. Effectiveness 4. Independence 5. Work relationships 6. Work reliability 7. Initiative	

Data Analysis Technique

Method of Analysis

The analytical model used in this study is multiple regression analysis, formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + ei$$

Description:

Y = Employee performance
α = Constant
X_1, X_2, X_3 = Independent variables
$\beta_1, \beta_2, \beta_3$ = Regression coefficients
ei = Standard error

This model is implemented as follows:

To examine the effect of leadership style, individual characteristics, and incentive provision on employee performance, the multiple linear regression equation can be expressed as:

$$KK = \alpha + \beta_1 GK + \beta_2 KI + \beta_3 PI + ei$$

Description:

LS = Leadership Style
IC = Individual Characteristics
IP = Incentive Provision
EP = Employee Performance
α = Constant
$\beta_1, \beta_2, \beta_3$ = Regression coefficients
e_i = Error term / estimation error

RESEARCH FINDINGS

Multiple Linear Regression Analysis

Table 3. Results of Multiple Regression Analysis

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.419	2.643		.537	.594
	Leadership Style	.100	.035	.252	2.886	.006

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	Individual Characteristics	.292	.075	.369	3.883	.000
	Incentive Provision	.446	.080	.496	5.596	.000
a. Dependent Variable: Kinerja_Karyawan						

Source: Output SPSS 25

Based on the results of the regression estimation in the table above, the multiple linear regression model can be formulated as follows:

$$\boldsymbol{Y = 1.419 + 0.100X_1 + 0.292X_2 + 0.446X_3}$$

This indicates that leadership style, individual characteristics, and incentive provision have a positive and significant effect on employee performance at PT. BPR NBP 20 Delitua. This is evidenced by the positive signs of the regression coefficients. Furthermore, the multiple linear regression equation can be explained as follows:

1. The constant value of 1.419 implies that if leadership style, individual characteristics, and incentive provision are all equal to 0, the employee performance will be 1.419.
2. Leadership style has a positive effect on employee performance of 0.100, as indicated by its regression coefficient. This means that if the leadership style increases by 1 unit, employee performance will increase by 0.100, and if the leadership style decreases by 1 unit, employee performance will decrease by 0.100.
3. Individual characteristics have a positive effect on employee performance of 0.292, as indicated by its regression coefficient. This means that if individual characteristics increase by 1 unit, employee performance will increase by 0.292, and if individual characteristics decrease by 1 unit, employee performance will decrease by 0.292.
4. Incentive provision has a positive effect on employee performance of 0.446, as indicated by its regression coefficient. This means that if incentive provision increases by 1 unit, employee performance will increase by 0.446, and if incentive provision decreases by 1 unit, employee performance will decrease by 0.446.

From the above multiple linear regression equation, it can be concluded that leadership style, individual characteristics, and incentive provision have a positive and significant effect on employee performance at PT. BPR NBP 20 Delitua. This is evident from the positive signs of the regression coefficients.

Hypothesis Testing

Table 4. Results of Partial Test (t-Test)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.419	2.643		.537	.594
	Leadership Style	.100	.035	.252	2.886	.006

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	Individual Characteristics	.292	.075	.369	3.883	.000
	Incentive Provision	.446	.080	.496	5.596	.000
a. Dependent Variable: Kinerja_Karyawan						

Source: Output SPSS 25

Based on the table above, the results of the t-test can be explained as follows:

1. The calculated t-value (2.886) > t-table (1.682) with a significance level of 0.006 < 0.05, thus the decision is to reject H0 and accept H1. This indicates that leadership style has a positive and significant effect on employee performance at PT. BPR NBP 20 Delitua.
2. The calculated t-value (3.883) > t-table (1.682) with a significance level of 0.000 < 0.05, thus the decision is to reject H0 and accept H2. This indicates that individual characteristics have a positive and significant effect on employee performance at PT. BPR NBP 20 Delitua.
3. The calculated t-value (5.596) > t-table (1.682) with a significance level of 0.000 < 0.05, thus the decision is to reject H0 and accept H3. This indicates that incentive provision has a positive and significant effect on employee performance at PT. BPR NBP 20 Delitua.

Table 5. Results of Simultaneous Test (F-Test)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	554.640	3	184.880	39.410	.000[b]
	Residual	192.338	41	4.691		
	Total	746.978	44			
a. Dependent Variable: Kinerja_Karyawan						
b. Predictors: (Constant), Pemberian_Insentif, Gaya_Kepemimpinan, Karakteristik_Individu						

Source : Output SPSS 25

Based on the table above, it is shown that leadership style, individual characteristics, and incentive provision simultaneously have a positive and significant effect on employee performance at PT. BPR NBP 20 Delitua. This effect is indicated by the calculated F-value (Fhitung) of 39.410 > F-table (Ftabel) of 2.83, with a significance level of 0.000 < α (0.05), thus H0 is rejected and H4 is accepted.

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Table 6. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862[a]	.743	.724	2.16591
a. Predictors: (Constant), Pemberian_Insentif, Gaya_Kepemimpinan, Karakteristik_Individu				

Source : Output SPSS 25

Based on the data above, it can be observed that the coefficient of determination (R^2) is 0.743, which means that employee performance can be explained by leadership style, individual characteristics, and incentive provision by 74.3%, while the remaining 25.7% can be explained by other factors such as work discipline, workload, and work-related stress, which were not examined in this study.

Conclusion and Recommendations

Partially, the variables of leadership style, individual characteristics, and incentive provision have a positive and significant effect on employee performance at PT. BPR NBP 20 Delitua. Simultaneously, these variables also have a positive and significant effect on employee performance. The variation in leadership style, individual characteristics, and incentive provision can explain 0.743 or 74.3% of the variation in employee performance, while the remaining 25.7% is explained by other factors not examined in this study.

For future research, it is recommended that the management at PT. BPR NBP 20 Delitua act as mentors and coaches. This means that leaders should actively identify the potential of each employee and provide appropriate support, both through training and guidance. Employees are also encouraged to enhance their competencies through training. With improved competencies, employees can become more confident and effective in performing their tasks, particularly in achieving credit targets. Furthermore, it is advised that the company design and implement an incentive system that not only focuses on collective target achievement but also recognizes individual contributions.

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