



Employee Performance: Extrinsic Motivation, Transformational Leadership, Innovation Climate Moderation Incentives

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Abstract: The purpose of this research is to prove to provide views through the findings of scientific articles related to the variables in this study. This research methodology uses a qualitative approach and examines the variables of this study. One type or method of scientific writing is a form of literature research. Theoretical analysis, analysis of relationships between variables, books, and journals, online and offline, obtained from Mendeley, Google Scholar, and other online media. Peer-reviewed journals are listed in the Journal Metrics Table below, the findings of scientific articles in literary studies with the results that there is an influence between There is Influence of Incentives with Employee Performance, There is an Influence of Innovational Climate with Employee Performance, There is an Influence of Intrinsic Motivation with Employee Performance and There is a Transformational Influence of Leadership with Employee Performance, it is evident from research by strengthening and providing views for future research and also the existence of gap variables or differentiators that can be used in future research listed in this scientific article. The recommendation from the results of this study is that there are findings from literature studies of dozens of scientific articles with differentiating variables that can be used in future research by other researchers.

Keywords: Employee Performance, Extrinsic Motivation, Transformational Leadership, Innovation Climate, Incentives

INTRODUCTION

The transformational leadership approach aims to maximize the potential and drive of team members to achieve common goals. Transformational leaders are able to motivate their teams to work more and deliver better results. A transformative leader can recognize candidates' strengths and weaknesses while also providing them with the training and support they need to improve the quality of their work. It can increase worker productivity and provide positive feedback for all organizational processes. In a study from (Asrar-ul-Haq & Kuchinke, 2016) finding that Transformational Leadership affects how well employees perform, making work more enjoyable and rewarding for employees and ensuring employee motivation in line with organizational goals is an important management responsibility (Bulo

&; Tumbuan, 2015);(Susanto et al., 2022); (Susanto, Sawitri, & Suroso, 2023);(Susanto, Agusinta, et al., 2023); (Susanto, Syailendra, et al., 2023);(Jumawan & Widjaja, 2023).

Extrinsic motivation improves employee performance through good work ethics, strong incentives, and respect from colleagues (Iwan et al., 2022);(Osabiya, 2015), In contrast to intrinsic motivation, which comes from (Osabiya, 2015)within an employee, extrinsic motivation comes from outside sources such as company policies and work environment (Sutrisno, 2016). Employees are not far from the company's concerns about how to come up with specific innovations that will benefit the company by separating it from product and marketing issues. Today, innovation is the key to business success. Companies use cutting-edge innovation as a strategic tool to gain competitive advantage. More innovative organizations can succeed in navigating a changing environment and developing innovative skills that enable more rewarding work (Kumar et al., 2019);(Handoko, 2009) affirms that motivation, along with the benefits of transformational leadership and intrinsic motivation, is a catalyst for a person to take extreme risks to achieve their goals. In contrast to extrinsic motivation, intrinsic motivation is more independent and has a more beneficial impact on personal and professional performance (Deci & Ryan, 2000)

When individual goals are not aligned with organizational goals, intrinsic motivation may fail to improve performance, despite the fact that research shows that, on average, more irritating motivation leads to more effective work, especially work of higher quality (Cerasoli et al., 2014) according to (Wang, 2007) Traditional management of individual labor in organizations focuses on labor evaluation and incentive punishment, with effective labor defined as the interaction between individual abilities and motivations consistent with labor law, (Lee et al., 2020) With increased employee morale and commitment, businesses are increasingly recognizing the need to motivate employees to pursue excellence as well. Rewarding employees with incentives has a significant impact on efficiency and productivity, according to the case results, also states that incentives have a positive influence with employee performance.

This scientific article aims to prove to provide views through the findings of scientific articles related to the variables in this study, the existing phenomena of the findings will be described.

LITERATURE REVIEW

Transformational Leadership

According to (Bass, 1995) Because it stimulates the mind, transformational leadership allows young people to consider leadership from a new perspective. Leaders are those who can individually help and guide young people with tenderness, inspiration, and charm, further according to (Pastor &; Mayo, 2006) Employees are constantly motivated by change management.

Employee Performance

According to (Zhang, 2010) employment is frequently associated with an organization's desire to develop new products (referred to as innovation), as well as with current profits, potential profits, and market volatility, according to (Susanto, Sawitri, Ali, et al., 2023);(Endri, 2020);(Setyawati et al., 2022) Flexible work schedules and a healthy balance between work and home life improve employee performance.

Extrinsic Motivation

According to (Luthans et al., 2021) outside-of-the-self incentive that influences a person's behavior throughout their existence, according to (Siagian, 2014) says that extrinsic motivation is the drive for work that comes from outside the worker and compels him to complete tasks in order to fulfill job infrastructure.

Innovation Climate

(Scott & Bruce, 1994) The Innovational Climate is a space where organizations foster innovation by providing resources on source, structure, and culture that foster creativity and the generation of novel ideas, (Amabile, 1998) innovative climate is a psychological condition that encourages people to develop novel and innovative ideas. This includes organizational structure, management, compensation, and participation in innovative project. Incentive

(Hasibuan & Hasibuan, 2016) Incentives is a measure of performance that is higher than usual for the current employee level of work performance, according to (Qotrotul et al., 2021) The purpose of this incentive is to allow employees to complete more work than required. This performance fee serves as a safeguard against unfairness in the allocation of remuneration. nonmonetary rewards Mr. Non-monetary and non-monetary incentives are provided. By default, this incentive takes the shape of a benefit that the recipient receives in the form of a reward.

METHOD

This research methodology uses a qualitative approach and examines the variables of this study. One type or method of scientific writing is a form of literature research. Theoretical analysis, analysis of relationships between variables, books and journals, online and offline, obtained from Mendeley, Google Scholar and other online media. Peer-reviewed journals are listed in Table 1.1 of Journal Metrics below.

Table Journal Metric

Peneliti, Judul dan Tahun	Variabel yang digunakan	Temuan	Perbedaan dengan studi ini
(Buil et al., 2019) Transformational leadership and employee performance: The role of identification, engagement and proactive personality	Transformational leadership employee performance identification engagement proactive personality	research demonstrates that a proactive personality enhances the impact of leadership on engagement and identification. The study informs hotel managers of the reasons behind and conditions that influence staff performance.	identification engagement proactive personality
(Virgiawan et al., 2021) Organizational Culture as a Mediator Motivation and Transformational Leadership on Employee Performance	Organizational Culture Motivation Transformational Leadership Employee Performance	the performance of state employees at the Ministry of PUPR of the Republic of Indonesia is positively and significantly influenced by work culture, particularly in the use of working time effectively and efficiently. This relationship is also demonstrated to be closely related to how effectively a superior serves as a role model who sets an example for subordinates in implementing time management well.	Organizational Culture Motivation
(Qalati et al., 2022) Employee performance under transformational leadership and organizational citizenship behaviour: A mediated model	Employee performance transformational leadership organizational	The current study adds to the body of knowledge by exploring the mediating role of organizational citizenship behavior and offers fresh perspectives on how to examine	organizational citizenship behaviour

	citizenship behaviour	both organizational citizenship behavior and transformational leadership.	
(Bulo & Tumbuan, 2015) The Effect Of Intrinsic And Extrinsic Motivation On Employee Performance At 21Cineplex, Manado	Intrinsic Motivation Extrinsic Motivation Employee Performance	Extrinsic Motivation has emerged as 21Cineplex, Manado's finest staff performance-boosting strategy. They now offer bonus, salary, promotions, and other incentives related to Extrinsic Motivation.	Intrinsic Motivation
(Shaikh et al., 2018) The Impact of Extrinsic Motivation on Employees' Performance: A Comparative Analysis of Food and Textile Industries in Sindh, Pakistan	Extrinsic Motivation Employees' Performance	all external factors have good and noteworthy effects on employees. This study offers a good deal of information on the significance of extrinsic factors for raising employee performance.	
(Triswanto, 2020) The Effect of Intrinsic and Extrinsic Motivation on Employee Performance Productivity PT. Timbang Deli Indonesia	Intrinsic Motivation Extrinsic Motivation Employee Performance	That extrinsic motivation has no significant impact on employee performance productivity because it has a coefficient value of (1.692>1.664 at significant 0.093>0.05) contradicts the research hypothesis H2, which states that partially intrinsic motivation has a positive and significant impact on employee performance productivity because it has a coefficient value of (5939>1,664 at significant 0,000 0,05). Employee performance and productivity are simultaneously positively and significantly impacted by both inner and extrinsic motivation. Productivity has a sufficient link with intrinsic motivation and extrinsic motivation, and performance productivity may be described by intrinsic motivation and extrinsic motivation by 41.2% and by other variables not evaluated by 58.8%.	Intrinsic Motivation
(Yusuf, 2021) Effects of the Intrinsic Motivation and Extrinsic Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Alwi Assegaf Palembang	Intrinsic Motivation Extrinsic Motivation Employee Performance Job Satisfaction	both intrinsic and extrinsic motivation significantly improved employee job satisfaction. Extrinsic motivation had a marginally beneficial influence on performance compared to intrinsic motivation, which had a considerable positive impact. The job satisfaction in this study did not function as a bridging variable between intrinsic and extrinsic motives on performance.	Intrinsic Motivation Job Satisfaction
(Kumar et al., 2019) ROLE OF HIGH PERFORMANCE WORK PRACTICES ON EMPLOYEE PERFORMANCE:	PERFORMANCE WORK PRACTICES EMPLOYEE PERFORMANCE	employee performance, innovation, and human resource management. Practically speaking, the paper's conclusions may assist HR professionals in comprehending how they might	

MEDIATING EFFECT OF INNOVATIVE CLIMATE	INNOVATIVE CLIMATE	change their human resource procedures to improve creativity and performance inside the firm.	
(Qammar & Abidin, 2020) Mediating and Moderating Role of Organizational Ambidexterity and Innovative Climate among Leadership Styles and Employee Performance	Organizational Ambidexterity Innovative Climate Leadership Styles Employee Performance	Using statistical analytic approaches, it is anticipated that organizational ambidexterity and the climate for innovation will mediate and moderate between transformational leadership and ambidextrous leadership, as well as employee performances.	Leadership Styles Organizational Ambidexterity
(Awan et al., 2021) Mediating role of innovative climate among leadership and employee performance in textile exporting firms of Pakistan	innovative climate leadership employee performance	The findings showed that the CEO's ambidextrous leadership and transformational leadership considerably improved employee performance. Furthermore, it was discovered that the innovation climate had a significant mediating impact. Future studies should examine the effects of additional potential moderating factors, the researchers advised. Additionally, recommendations were given for the senior management of textile companies to take the enhancement of employee performance and the innovation atmosphere into account.	leadership
(Tumwet, 2013) Effects of Employee Incentives on Employee Performance in Private Universities in Kenya: A Case of Kabarak University	Employee Incentives Employee Performance	Salary, insurance financing, retirement benefits, performance-based prizes, holidays, overtime pay, and loan entitlement are examples of financial incentives that are thought to have a substantial impact on employee motivation. Creativity at work, organizational goals, difficult tasks, chances for personal growth, autonomy and responsibility, teamwork, job security, a stimulating work environment, the ability to set performance goals, a predictable work schedule, the chance to lead, training and development opportunities, and flexible policies were non-financial incentives that had a significant impact on performance.	
(Fatima Mamdani & Minhaj, 2016) EFFECTS OF MOTIVATIONAL INCENTIVES ON EMPLOYEES' PERFORMANCE: A CASE STUDY OF BANKS OF KARACHI, PAKISTAN	MOTIVATIONAL INCENTIVES EMPLOYEES' PERFORMANCE	The findings of the hypothesis suggested that performance of employees was impacted by motivating incentives. Although incentives had an impact on employees' performance, the study found that employees were not loyal to their employers and were ready to change employment if better chances presented	

		themselves.	
(Lee et al., 2020) Demystifying the differences in the impact of training and incentives on employee performance: mediating roles of trust and knowledge sharing	Training Incentives Employee performance Roles of trust Knowledge sharing	Compared to training, trust has a stronger mediating influence on the effects of incentives on formal and informal knowledge sharing. Informal information exchange has a greater mediating effect on the effects of trust on sales growth and labor productivity than formal knowledge exchange.	Training Roles of trust Knowledge sharing
(Qotrotul et al., 2021) The effect of skill and incentives on employee performance at RSUD Dr. Soekardjo Tasikmalaya	Skill Incentives Employee performance	According to the study's findings, there is a relationship between employee performance at Dr. Soekardjo Tasikmalaya and their skill level as well as a relationship between their ability to get rewards. At Dr. Soekardjo Tasikmalaya, incentives and skill levels have a concomitant impact on employee performance.	Skill

In qualitative research, a literature review should be used, per methodological presumptions. This means that it must be applied deductively to avoid directing the researcher's inquiries. Exploratory research is one of the most crucial justifications for undertaking qualitative research (Ali and Limakrisna, 2013).

RESULTS AND DISCUSSION

From the metric table from dozens of scientific articles related to the variables in this study, all variables will be briefly described from the findings and discussion;

1. Influence Transformational Leadership with Employee Performance

From several research findings from several scientific articles between these two variables starting from a study from (Buil et al., 2019) with the results of research findings in his research article proactive personality increases the impact of leadership on commitment and identification. Research informs hotel managers about the reasons and conditions that affect staff performance, different findings with the presence of variables identification, engagement, proactive personality, further studies from with research findings (Virgiawan et al., 2021) the performance of state employees at the Ministry of PUPR of the Republic of Indonesia is positively and significantly influenced by work culture, particularly in the use of working time effectively and efficiently. This relationship is also demonstrated to be closely related to how effectively a superior serves as a role model who sets an example for subordinates in implementing time management well, with other findings that the differentiating variables are organizational culture and motivation, the next study from (Qalati et al., 2022) research results is The current study adds to the body of knowledge by exploring the mediating role of organizational citizenship behavior and offers fresh perspectives on how to examine both organizational citizenship behavior and transformational leadership , with the distinguishing variable of this study is organization citizen behavior, from the explanation of some findings from scientific articles from several previous researchers related to proving with the variables used in this study, there is a positive and significant influence between transformational leadership and employee performance based on the findings of the literature study, these results strengthen the findings of this scientific article and strengthen.

2. The Effect of Extrinsic Motivation with Employee Performance

Study from (Bulo & Tumbuan, 2015) with the results of Extrinsic Motivation research has emerged as 21Cineplex, Manado's finest staff performance-boosting strategy. They now offer bonuses, salary, promotions, and other incentives related to Extrinsic Motivation with a differentiating variable, namely intrinsic motivation, the next study (Shaikh et al., 2018) with the findings of the research results are all external factors have good and noteworthy effects on employees. This study offers a good deal of information on the significance of extrinsic factors for raising employee performance, the next study from (Triswanto, 2020) with the findings of the (Triswanto, 2020) That extrinsic motivation has no significant impact on employee performance productivity because it has a coefficient value of $(1.692 > 1.664$ at significant $0.093 > 0.05$) contradicts the research hypothesis H2, which states that partially intrinsic motivation has a positive and significant impact on employee performance productivity because it has a coefficient value of $(5939 > 1,664$ at significant $0,000 > 0,05$). Employee performance and productivity are simultaneously positively and significantly impacted by both inner and extrinsic motivation. Productivity has a sufficient link with intrinsic motivation and extrinsic motivation, and performance productivity may be described by intrinsic motivation and extrinsic motivation by 41.2% and by other variables not evaluated by 58.8%, with the distinguishing variable being intrinsic motivation.

The next study from (Yusuf, 2021) both intrinsic and extrinsic motivation significantly improved employee job satisfaction. Extrinsic motivation had a marginally beneficial influence on performance compared to intrinsic motivation, which had a considerable positive impact. The job satisfaction in this study did not function as a bridging variable between intrinsic and extrinsic motives on performance, with the differentiating variables being intrinsic motivation and job satisfaction. From the description of the findings of several researchers with the results of proof with variables in this study are true and proven by the positive and significant influence between extrinsic motivation and employee performance variables.

3. The Effect of Innovational Climate with Employee Performance

Proof of the variables in this study by expecting a study of scientific articles from (Kumar et al., 2019) with the results of employee performance, innovation, and human resource management research. Practically speaking, the paper's conclusions may assist HR professionals in comprehending how they might change their human resource procedures to improve creativity and performance inside the firm, further study from (Qammar & Abidin, 2020) with research results Using statistical analytic approaches, it is anticipated that organizational ambidexterity and the climate for innovation will mediate and moderate between transformational leadership and ambidextrous leadership, as well as employee performances, the differentiator of the variables in this study is Leadership Styles, Organizational Ambidexterity, the next study from (Awan et al., 2021) The findings showed that the CEO's ambidextrous leadership and transformational leadership considerably improved employee performance. Furthermore, it was discovered that the innovation climate had a significant mediating impact. Future studies should examine the effects of additional potential moderating factors, the researchers advised. Additionally, recommendations were given for the senior management of textile companies to take the enhancement of employee performance and the innovation atmosphere into account, the variable differentiating from this study is leadership. From the results of the description related to the variables of this study, all research results are proven by the results of the study there is a significant and positive influence of innovation climate variables with employee performance.

4. The Effect of Incentives with Employee Performance

Proof of the findings of scientific articles related to variables in this study from the study belongs (Tumwet, 2013) with the findings of research results Salary, insurance financing, retirement benefits, performance-based prizes, holidays, overtime pay, and loan entitlement are examples of financial incentives that are thought to have a substantial impact on employee motivation. Creativity at work, organizational goals, difficult tasks, chances for personal growth, autonomy and responsibility, teamwork, job security, a stimulating work environment, the ability to set performance goals, a predictable work schedule, the chance to lead, training and development opportunities, and flexible policies were non-financial incentives that had a significant impact on performance, further study from (Fatima Mamdani & Minhaj, 2016) with the findings of the research the findings of the hypothesis suggested that performance of employees was impacted by motivating incentives. Although incentives had an impact on employees' performance, the study found that employees were not loyal to their employers and were ready to change employment if better chances presented themselves,

The next study from (Lee et al., 2020) findings from the results of the study Compared to training, trust has a stronger mediating influence on the effects of incentives on formal and informal knowledge sharing. Informal information exchange has a greater mediating effect on the effects of trust on sales growth and labor productivity than formal knowledge exchange, with differentiating variables Training, Roles of trust, Knowledge sharing, further study of the results findings (Qotrotul et al., 2021) of a ccording to the study's findings, there is a relationship between employee performance at Dr. Soekardjo Tasikmalaya and their skill level as well as a relationship between their ability to get rewards. At Dr. Soekardjo Tasikmalaya, incentives and skill levels have a concomitant impact on employee performance, with skill differentiating variables. In this variable from several article findings and results that it is proven that there is a positive and significant influence between Incentives and Employee Performance.

CONCLUSION

From the evidence of variables in this study with the findings of scientific articles in literature studies with the results that there is an influence between There is an Influence of Incentives with Employee Performance, There is an Influence of Innovational Climate with Employee Performance, There is an Influence of Entrinsic Motivation with Employee Performance and There is a Transformational Influence of Leadership with Employee Performance , it is evident from research by strengthening and providing views for future research and also the existence of gap variables or differentiators that can be used in future research listed in this scientific article.

The recommendation from the results of this study is that there are findings from literature studies of dozens of scientific articles with differentiating variables that can be used in future research by other researchers.

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