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The Influence of Incentives Providing to Turnover Intention of Sales Force in Property Company

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ABSTRACT

Incentive programs need to be designed in an attractive way to generate, increase, and maintain work motivation, so that performance meets targets, specifically for property companies. Its sales force typically works based on various incentive programs. If the incentive program is deemed unattractive, employees may feel unappreciated and bored with the work situation, resulting in a desire to leave the company (turnover intention). This research was conducted at a property company located in Jakarta. PT. X has a sales force of 35 people and all of them are used as research respondents. The purpose of this study was to analyze the effect of providing incentives on the level of turnover intention of PT. X with descriptive analysis techniques, normality test, linearity test, simple linear regression test, coefficient of determination test, correlation test, and t test. The results showed that the incentive variable had a significant negative effect on the turnover intention variable by 11.9% which means that the sales force had less intention to leave the job.

ABSTRAK

Program pemberian insentif perlu dirancang secara menarik untuk memunculkan, meningkatkan, dan menjaga motivasi kerja, sehingga menunjukkan kinerja yang memenuhi target, terutama untuk perusahaan properti. Tenaga penjual pada perusahaan properti umumnya bekerja didasarkan atas berbagai macam program insentif. Apabila program pemberian insentif dirasa kurang menarik, karyawan dapat merasa tidak dihargai dan jenuh dengan situasi kerja, sehingga memunculkan keinginan untuk keluar dari perusahaan (*turnover intention*). Penelitian ini dilakukan pada perusahaan properti yang berlokasi di Jakarta. PT. X memiliki tenaga penjualan sebanyak 35 orang dan seluruhnya dijadikan responden penelitian. Tujuan dari penelitian ini adalah untuk menganalisis pengaruh pemberian insentif terhadap tingkat *turnover intention* tenaga penjualan PT. X dengan teknik analisis deskriptif, uji normalitas, uji linieritas, uji regresi linier sederhana, uji koefisien determinasi, uji korelasi, dan uji t. Hasil penelitian menunjukkan variabel pemberian insentif berpengaruh signifikan dengan sifat negatif terhadap variabel *turnover intention*

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sebesar 11.9% yang berarti para tenaga penjual tidak memiliki niat untuk meninggalkan pekerjaannya.

A. INTRODUCTION

The discussion about human resource management is evolving from the old perspective to the new perspective. In the past, human resources have been viewed as one of the production factors in the organization. This perspective has believed for many decades. The human resources, that are the employees in the organization, are given responsibility of tasks, without concerning about the whole aspects of the employees as an individual, a human being. They have physical, psychological, and mental aspects that can impact on their overall performance in finishing organization tasks. As asserted by Contu (2020) that a working environment which gives positive emotions, shows kindness and appreciation, clear communication and reinforcing positive feedback will certainly be needed by the employees.

In previous times, the main concern of industries was to boost productivity. It assists by finding effective and efficient ways of doing the tasks, producing goods and services, and establishing potential new markets. Although most of the foundation of the study in this time is based on immensely psychological aspects of employees as human beings, but the focus of these studies still emphasis on how to create a conducive working environment that lift employees' productivity to meet the organization's target. The psychological aspect of employees solely as human beings starts to be examined from the outstanding work of The Hierarchy of Needs by Abraham Maslow in 1943 and Douglas McGregor about the Theory Y and X approach in 1960. However, the research studies the employees from the human beings' basic understanding, which may then be inappropriate for today's practice since the environment rapidly changes. Human beings with their sophisticated form of physical and psychological are influenced and determined by many factors that are connected to each other.

The perspective, then, gradually changes. Moreover, a serious dearth of executive talent faced by many organizations has moved the organization view (Capelli and Tavis, 2016). It perceives human resources as a valued asset. As a result, human resources theories and practices have evolved into a more strategic view. Research about job satisfaction, continuous learning, growth mindset, knowledge, training, and work-life balance are some of the examples conducted to understand employees better. As affirmed by Padhye et.al. (2024) states that the form and function of human resources has shown a tremendous change in the past two decades because of viewing human resources as an important strategic partner in the organization. Especially, when technology is invented faster, there should be cooperation between human and machine, and the organization, so that the process can be conducted properly (Da Silva, et.al., 2022).

Human resources have a pivotal role in the organization because of their knowledge and skills. They are the key players in planning, organizing, executing dan monitoring the activities in the organization. One of the factors that can assist an organization to grow depends on the employees' capabilities. The organization needs to find people fitting with the job to

ensure the sufficiency of the job results (Goswami, 2018). They are recruited through a detailed selection process designed based on the position requirements. Moreover, employees who become members of an organization should be aligned with the organization itself, because this can enhance the willingness of the employee to work fastidiously.

Organization can do nothing, unless there are employees who are willing to dedicate their time and thought for the sustainable existence of the organization in its environment. The employees are the people who drive the organization to achieve its mission and vision in the correct ways. They search, find and implement strategies that are beneficial for the organizations' success by using their knowledge and skills. They try to find ideas, create innovations, or discover solutions for problems to make an organization operate beneficially in its environment. From their critical and innovative thinking, an organization can maintain its position in the business.

Even though some jobs have been replaced by technology through automation, there are still many jobs and tasks that are irreplaceable. These jobs require a human touch that only human beings can serve it. Accordingly, the success of the organization relies on the possession of knowledge and skill that reside in the employees (Mahapatro, 2021). Therefore, the organization needs to manage its employees correctly, so that the employees will be loyal and work for a longer period of time.

In today's business, the environment is changing vastly. Currently, the product can be launched at the same time in multiple different countries. The customer from any country can have the product directly after the product is launched by the organization. Technology has become the main reason for this tremendous rapid shift. The invention of internet and mobile technology has enlarged the major changes in the world (Santhosh, 2018).

The Internet has created enormous transformations in all aspects of life, including business. The way of business is conducting moves from a conventional-manual way to a modern-automated way, from a high-budget cost to a lower cost operation, from little-specific markets to larger-various markets (Santhos, 2018). Businesses are simpler, yet sophisticated, accessible to anyone from everywhere and scattered around the world. In addition to that, business has become more fascinating since many innovative businesses have been created using technology as its backbone. The investation of technology is inexpensive compared to the potential market it can serve to assist more new businesses established.

Organization and its employee are demanded to cope with these alterations. In addition to, the emergence of technology has shown its impact on the way organization is directed (Parry and Battista (2023). The activities, now, are conducted differently as the adoption of the technology reach at any level in the organization. As the organization utilizes various level and type of technology in almost of its activities, the employees need to have more skills in order to be able to operate the technology correctly and at the maximum capacity. Santhos (2018) highlights that since the technology adoption increase, it means that the organization should give more responsibility and trustworthy to the employees in order to enhance their moral assurance and productivity. Consequently, the employees are needed to ensure the performance growth so that the organization objectives can be achieved (Hidayat, 2018).

The employees' performance can be influenced by the external and the internal factors of the employees' condition. Emerald and Genoveva (2014) describes that the external factors consist of leadership style of the organization leaders, work environment, organization cultures, management systems and compesation systems. On the other hand, the internal factors can be in the form knowledge and skills, work discipline, job satifaction and job motivation. The internal factors of the employees may also be impacted from the external factors which are related to the organization. It means that today's organization need to identify entirely the whole aspects of internal and external factors which can influence the employee's performance.

One of the external factors that employees will enhance good performances in their job is the remuneration system. Martono, et.al. (2018) explain that one of the primary topics in human resource is remuneration system and it has position as a strategic partner with organization managements. Employees contributes their time, energy and thoughts while doing their job tasks, so that the organization's objectives can be achieved and the organization's performances can increased continually. In fact, many of them choose to still work in their spare time or even in holiday seasons in order to finish the job on time. In return, the organization give the remuneration in the form of salary, insurance, allowances, incentives, bonuses, and superannuation. These types of remuneration can be in terms of money, goods or any other things that are compatible exchanges with the employees' achievements, such as a holiday package, technology devices to assist work activities and training in foreign countries.

The remuneration system which is designed accurately will influence the performance of the employees. Martono, et.al. (2018) affirm that it has functions to persuade employees to improve performance, increase productivity, dedicate to organizations, build a service-oriented behaviour and prevent corruption and bribery. It has to offered principal values that can motivate employees to accomplish the work efficiently and effectively (Munchai, et.al., 2018). As the consequences, this also can create fidelity and commitment of the employee to the organization. Employees understand that they are respected and acknowledged by the organization through a simbolic language stated by the organization, that is the remuneration system.

Incentives, as one of the remuneration forms, are provided by the organization when the employees have performed their jobs exceeded from the target assigned. Studies have shown that incentives granted to the employees are affecting the increase of organizational performance (Munchai, et.al., 2018), motivating employees through fair productive performance system (Putra, 2022), enhancing the employees' job satisfaction (Martono, et.al., 2018) and resulting more innovative works and products (Svacina, et.al., 2018). In addition to, it can increase the quality life of the employees (Ahmat, et.al., 2019). Employees can use the incentives to meet their primary or secondary needs. Some of them may use it to join trainings or short courses that support for their job. Incentives, as a result, heighten the relation among employees and organizations to attain the organizations objectives sucessfully.

As the incentives might influence certain things in the organization, it must be carefully designed to meet the employees expectation. In general, the incentives as a means to motivate employees' performance should meet the standart or the basic compensation based on the appropriateness of remuneration. At times, when the organizations have reached their good performance, they have a distraction from the employees' resignation because of the

incompatible remuneration systems. Thus, it can disturb the activities in organizations to attain their goals (Lewaherilla et al., 2021). In fact, organization face the possibility of the increase turn over of the employees.

Turnover intention is a serious problem in the organization, since it will bother the organization activities. This will impact on certain critical factors in the organization. Particularly, if the employees that left the organization are the expert or the experienced ones. The knowledge and skills that they have may also exited from the organization unless the knowledge has retained to the organization in certain ways. Besides that, when the good people leave the organization, it affects the company's morale (Alkahtani, 2015).

According to Alkahtani (2015), turnover intention will cause detectable and undetecteble costs. The detectable costs might be in the form of recruiting and training new employees, temporary employees, probation expenses and many more. Meanwhile, the undetectable costs consist of knowledge lost, idle time of position, decrease productivity and more workload. Additionally, the exact cost of the turnover intention credits for more than two-thirds of the total turnover costs. Each cost that is incurred as additional expenses must be managed because it will influence the whole operation in organization. regardless of the amount, indirectly.

Sometime organization think that it is easy to find the new ones, because the manpower available in the market are vast. In spite of this, it needs more time to find best employees to fill in the position. If the vancant position is very specified, the longer time may be needed to find the perfect ones in the labour market. In the meantime, the activities being left must be accomplished based on the schedule. If the mutation or rotation as an immediate response, the organizations still need to find new employees to fill the vacant position. Organizations have to look after the best way to handle this situation (Syamsir & Hidayat, 2020).

Another concern related to turnover intention is that it might also impact to other employees in the organization, indirectly. As stated by Lestari and Mujiati (2018), the resignation will may cause them to think to do the same thing and the work situation become less supportive. Subsequently, it can decrease the productivity in the organization. At the same time, the employees can think to demand more incentives, so that they will stay at the organization.

When the turnover intention occur, it slightly can effect the capablity of the organization to meet market demand. Arshad and Puteh (2015) describe that the turnover intention is a constant subject in most organizations which can result in the inconsistency of service provided to customer. Therefore, the customer will dissatisfy with the organization. Since the organization has lost its employees, there might be some difficulty happens in order to cope with the routine activities, particularly, if the organization is in the service industry.

Dewi et.al. (2021) explain the average of employee turnover intention in three business sectors on a national scale. In banking industry, it reaches 10 to 11 % annually. While in manufacturing industry it ranges up to 8 % every year. The gas and oil and the rest of the industry scale to 12 % each year. This data shows that the incentives has a significant role to minimize the intention to resign from the organization. The organizations performance and sustainability is revealed by the employees' commitment and loyalty (Arshad and Puteh, 2015).

Certain methods has been acknowleged as recommendation for prevent the occurance or the increase of turnover intention in organization (Alkahtani, 2015). The appealing training, organizational attention and support, innovation of recruitment and selection methods and carrer path for employees are some methods offered. Nonetheless, these methods can only be functioned if the organization develop the methods based on the necessity and urgency according to the employee's perspective. Oftenly, the system designed in the organization profoundly based on the organization advantages and less attention to the employee's view. Thus, the implementation of the method has less impact and the turnover among the employees is slighty increase.

As mentioned above, the turnover intention has several critical impacts in the organization. Hence, the incentives as one of the motivator aspects to maintain the employees remain in the organization need to be studied in order to understand the relation between the incentives and the turnover intention among employees. The employees can gain the incentives when they perform or beyond the targeted tasks. In contrast, the outstanding perfomance for the tasks is very challenging for the employees. The amount of the rewarded inscentives become a crucial factor in relation to turnover intention. There might be different perspectives among employees regarding the suitable amount of incentives they may received. It depends on the expectation they have when they understand they will gain incentives for the performed tasks, which then will result in whether to stay or resign from the organization.

B. LITERATURE REVIEW
Organization Performance

Every organization is established based on the interest of the founder. It reflects on the vision, missions, strategis and objectives of the organization. Those guidelines are directed the organization activities executeed, so that the organization can success in achieving their goals. Organization attains the goals by collaboration and cooperation among leaders and employees and other related stakeholders in the organization environment. The organizational objectives accomplishement is a result a balanced cooperation between the employee team work's activity and the leader's abilities (Contu, 2020). It is, hence, rely on the leaders' organization management and the employees' activities in meeting the organization strategic goals correctly (Doval, 2020). Each organization is longing to progressively grow, thus, it needs to understand the relationship of its performance and its employee performance (Contu, 2020).

Organizational performance has been viewed in various perspectives. Therefore, the performance measurement for organization has several different standpoints. Contu (2020) shows different studies conducted to measure organization performance through its financial reports, operation performance, market responses, and intangible aspects such as organization's reputation, organization's image, and organizational effectiveness. Richard, et.al. (2015) explains three fields of the organization performance which are financial performance, product market performance and shareholder return. These areas are critical to identified in examining the strategic objectives of the organization.

Given the fact of many different views of organization performance, the organization has to identify the measurement for performance that is suitable within the organization, since it has different aspects to be considered in its business area. This needs to identify, firstly, by understanding the strategic objectives of the organization. Secondly, it must classify the activities to achieve the strategic objectives. Thirdly, it also needs to understand the internal and external stakholders in the organization and their preferences and expectation regarding the perfomance measured.

Organization needs to have a systematic tool to measure its performance, in which it will show whether the strategic goals yearly is achieved or not. This is important since organization is in an environment where competition and collaboration are intertwined. Hence, the organization formalizes it through a performance management system. The performance management system designed will help organizations to understand each of their employees' performance (Marie and Khumalo, 2024). As a result, an organization can choose forms of training or other tools to enhance its employees' performance.

Performance Management

Performance management has changed over time due to the historical and economic context (Cappelli and Tavis, 2016). It relates to the evolution of human resources perspectives, too. As the availability of the labor force is still enormous, it is weighted on traditional appraisals, more extrinsic rewards, such money, and goods. However, the workforce is getting limited, especially for specific jobs, the organization must find certain ways to obtain the need for workforce (Capelli and Tavis, 2016). It, then, develops in a more comprehensive way such as training and mentoring, career development and other forms of appraisal to accommodate various kinds of skills expected from the employees.

An organization must develop its performance management based on tasks, activities, and strategic goals. Cokins (2015) describes that performance management is addressed to individual employees when it is introduced for the first time. Later, it is acknowledged for the organization level. It translates the organization's strategic objectives into activities which can be measures by several indicators to check whether the tasks are performed or not by the employees. Each organization can have different performance management systems because it depends on the strategic goals, the industry's sector, the organization's size, and the environment.

Aguinis (2019) defines performance management as a simultaneous process to categorize, measure and establish the employees performance, individually and collectively and aligning it with the organization stategic objective. This definition describe that the performance management is a circular process that continually develop along with the performance result and feedback. In addition to, it must be compel with the organization's strategic objectives in which the employees conduct activities in order to achieve the objectives. It is a circular flow of activities in the organization that formed in a measurement system.

Performance management is another way to motivate employees to work based on their tasks to achieve the organization goals with a certain standard. However, it must be developed by giving enough room for two-way communication between manager and employees. Marie and Khumalo (2024) affirm that employees can have a periodic of feedback from the management to give employees information about their work. On the other hand, the employees can discuss with the management for the concern that come up from the feedback. The employee's performance will then be counted based on the organization's reward system to gain incentives.

Incentives

In Frederick Herzberg's two-factor theory, there are intrinsic factors (motivation factors) which relate to job satisfaction and extrinsic factors (hygiene factors) which relate to job dissatisfaction. When employees feel good about their jobs, they tend to cite motivation factors as the cause of their job satisfaction, such as achievement, recognition, and responsibility (Robins and Coulter, 2018). However, when the employees do not feel good about their jobs, they tend to cite hygiene factors as the cause of their job satisfaction, such as company policy and administration, supervision, interpersonal relationship, working conditions (Robins and Coulter, 2018) and incentives (Lussier, 2019).

Incentives are one of the means to manage human resources in the organization. The employees entering the organization may have different motivations. They choose the organization probably to have better income. Some of them want to expose more skills through training. Others want to work in the organization because of their individual career plans. Employees' motivation shows in the form of commitment, energy and ideas that they provide to finish the tasks pleasantly (Riak and Bill, 2022). They explain that the employee's driving force is more than just material things such as well-established salary, life and health insurance, allowances, exercise facilities, child care facility and more. It also related to the employees' emotions and feelings, work ambiance and pychological conditions at work. If only the organization understands each of their employees' motivation, the organization can design an appropriate compensation system.

According Sikula (as cited in Sirait, 2006), incentives is elements that push and stimulate the activities to be executed and accomplished correctly by the employees. Incentives come in the form of rewards which can influence the production activities or the individual performances. Further more, Hasibuan (as cited in Ajabar, 2020) states that incentives is a driven mean provided to employees based on their level of performance achievement. It aims to encourage employees to improve its productivity. Employees will eager to make use of their knowledge and skills in order to comply to the target given. Incentives also a part of a compensation system that offer based on the employees performance. It is offered to employees whom can achieve or beyond the targeted tasks (Harsono, 1983, as cited in Indrasari, et.al., 2018). These definitions show that incentives is a reward in the form of tangible or intangible materials provided for the employees to improve their productivity and thus, meet the target. It is given as an appreciation from the organization to the employees and to enhance the willingness of employees to work pleasantly.

Siagian (2015) explains four indicators that usually become the incentives. Firstly, piecework which is a form of financial incentives based on the production amounts or production units. Secondly, bonus that is a financial or non-financial form provided for the employees who can meet or exceed from the target performance. Thirdly, commission in the form the salary which can change periodically because of the amount of the commission given. Lastly, maturity curve which provided based on the ability for thinking and its beneficial for the organization. Each indicator plays certain role in motivating employees to finish their tasks with good performance. Therefore, assessing these incentives will explain understanding regarding the employees preferences for incentives.

Turnover Intention

The organization has several ways to maintain its employees stay and work actively in the organization. The management are required to retain employees for a longer time. The management then designes and arranges employees' career plans, provide trainings to intensify employee's skills, work gathering to enhance collaboration and monetary benefits to better employee's life quality (Khan, et.al, 2023). Nevertheless, the employees also have certain factors that influence their view about organization which can make them change their mind.

Turnover is a practice that might occur in every organization. It is a practice when the former employee is replaced with a new one in voluntarily or involuntarily decision (Khan, et.al., 2023). The organization need to find a new employees immediately, after the former employee leave the organization. However, the organization should minimize the possibility of turnover happens excessively. If the number of turnover is increasing, it can impact on the organization productivity and efficiency (Jamal, et. al., 2021), as a result, the organization
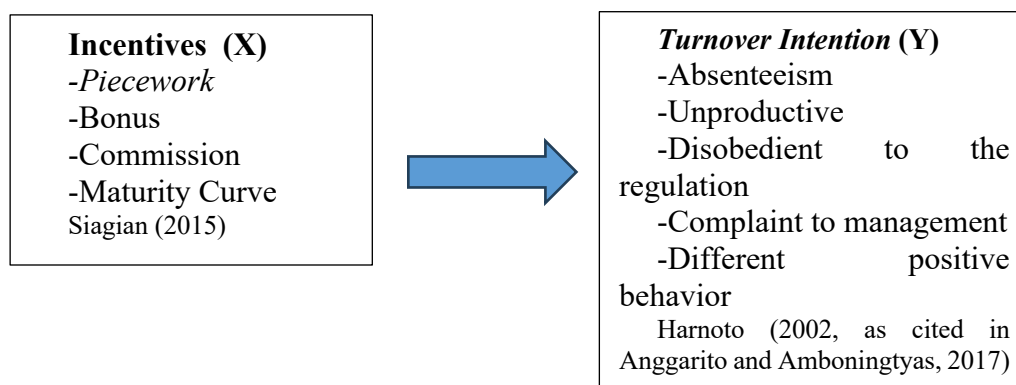
growth will slow down. It may cause additional cost of selection, recruitment and training. Besides that, it also influences the organization's growth, regardless the number of turnover.

Alkahtani (2015) affirms that there are several causes behind the turnover intention among the employees. The internal factors come from individual's demographic variables, such as age, gender and education level, job dissatisfaction and career promotion. For example, the age gap among employees has changed the employees' management in todays' organization (Alam and Kuppusamy, 2024), in terms of communication, task accomplishment, and motivation. Meanwhile the external factors derive from leader characteristics, work condition and environment, supervisory levels, locations, job responsibility and benefits. As asserted by Khan et.al. (2023) that the employee will tend to leave the organization if they have a critical relationship with their leaders. These two factors can also influence each other, because as human beings, the employees are people who have feelings and thoughts. Before they come to a decision, they have discussion internally among those factors faced by them. The result study which conducted by Al Suraihi et al. (2021) indicated several reasons of employee turnover, such as job stress, job satisfaction, job security, work environment, motivation, wages, and rewards. Meanwhile, a study which done by Han (2021) said that the cause of employee turnover can be classified into two categories: organization-related factors such as salary and compensation and team-related factors such as supervisor leadership, and social bonding between employees.

Harnoto (2002, as cited in Anggraito & Amboningtyas, 2017) explains five indicators that shows the possibility of the employee will resign from the organization. First, the increase of absenteeism; the employee is slowly lowering and neglecting his/her responsibility of tasks as an act of distancing himself/herself from the organization. This demonstrates that the employee lack of enthusiast to the organization. Second, the employees start unproductive or lazy to work. They whom can finish the work on schedule, become procastinate. They are late in meeting the datelines and the tasks are underperformed. Third, the reguliation disobeyment increase. The employees become indiscpline and break the rules oftenly. They also act with disrespect behaviors. Fourth, the complaint to management increase. The employees complain more often, especially about the compensation system. Fifth, a differ positive behavior. The employees tend to act with opposite behaviors.

The hypothesis in this study is that the incentives influence significantly to the turnover intention of the sales employees in a property company. This hypothesis is the foundation to understand about the variable studied which can be shown as this framework research:

Figure 1. Framework Research

Incentives (X)	Turnover Intention (Y)
-Piecework -Bonus -Commission -Maturity Curve Siagian (2015)	-Absenteeism -Unproductive -Disobedient to the regulation -Complaint to management -Different positive behavior Harnoto (2002, as cited in Anggarito and Amboningtyas, 2017)

C. METHOD

The research method in this study is quantitative method with explanatory research. It is research that shows data in number based on field research (Ramdhan, 2021). This method is selected in order to understand the influence of incentives on turnover intention. The independent variable in this study is the incentives, while the dependent variable is the turnover intention. Explanatory research is used because this study aims to identify and test the relation between variables that has been stated in the hypothesis mentioned before (Hartono, 2018).

The population in this study is all the sales force in a property company. The sales force as the respondent are those who have been received incentives and who are assigned certain targets as the requirement to gain the incentives. The number of sales force in this property company are 35 persons. There are two requirement to be selected as samples in this study. First, the sample is an active sales force in the company. Second, the sample is the sales force that have certain target to gain incentives and have been received incentives as they meet the target. According to Roscoe (1975, as cited in Amirullah, 2013), the size of the sample used in research should be between 30 to 500 respondent. It means in this study, the population become the sample, which are 35 respondents.

The technique of data collection used is a questionnaire. A questionnaire is a means to gather data and information by compiling a set of controlled questions, which then will be answered by the respondent. When the questionnaire is filled in by the respondent, it will be processed so that it will give certain meaningful information (Umar, 2003). The questionnaire in this study is designed using Google Form which then disseminated through WhatsApp group as a communication tool among the sales force.

The questionnaire is disseminated and answered by the respondent. The respondent chooses the statement in the questionnaire based on their perception. It depends on the level of agreeableness of the respondent to the statement. Likert scale is used in this questionnaire. Each answer in the questionnaire will be scored to measure the level of perception of the incentives gained to the turnover intention. There are five categories in using Likert scale with its score to be measured in this study. It is as follows: Very Disagree = 1 point, Disagree = 2 point, Doubt = 3 poin, Agree = 4 poin and Very Agree = 5 point.

This study examines the validity of each statement in the questionnaire and the reliability of each variable. For validity test, this study uses Pearson Product Moment with the help of SPPS (Statistical Package for Social Science) 29 for Windows software to compare calculated r value with r table value, which is 0.3338. The statement is valid if calculated r value is greater than r table value. Otherwise, it is invalid if calculated r value is less than r table value. The number of respondents in this study is 35 people with the significant score at 5%. Based on the result of validity test, all statements of the incentives variable and turnover intention variable have calculated r value which are greater than r table value. Therefore, all the statement are valid. Table 1 and 2 below shows the result of validity test.

Table 1. The Result of Validity Test for Incentives Variable

Question number	Calculated r value	r table value	Result
1	0.546	0.3338	Valid
2	0.537		
3	0.453		
4	0.597		
5	0.679		
6	0.643		
7	0.603		
8	0.520		
9	0.603		
10	0.783		
11	0.846		
12	0.807		

Source: The result of data processing with SPSS 29, 2023

Table 2. The Result of Validity Test for Turnover Intention Variable

Question number	Calculated r value	r table value	Result
1	0.803	0.3338	Valid
2	0.825		
3	0.761		
4	0.814		
5	0.760		
6	0.775		
7	0.809		
8	0.830		
9	0.860		
10	0.763		
11	0.822		
12	0.858		
13	0.876		
14	0.770		
15	0.648		

Source: The result of data processing with SPSS 29, 2023

The reliability test is conducted to understand the consistency of the data resulted from the questionnaire. The reliability test is done by using Alpha Cronbach method with the help of SPSS (Statistical Package for Social Science) 29 for Windows software. The questionnaire is reliable or consistent if the score of Cronbach's Alpha is greater than 0.70. Otherwise, it is unreliable or inconsistent if the score of Cronbach's Alpha is less than 0.70. Based on the result of reliability test of those variables, the scores of Cronbach's Alpha are greater than 0.70. Thus,

the questionnaire is reliable and consistent. Moreover, the level of reliability is strong. Table 3 below shows the result of reliability test.

Table 3. The Result of Reliability Test

Variable Name	Cronbach's Alpha	Result
Incentives	0.866	Reliable
Turnover intention	0.958	

Source: The result of data processing with SPSS 29, 2023

D. RESULT AND DISCUSSION
The Result of Normality Test

Normality test is conducted to know whether the data which used in this study is normally distributed or not. The normality test is important to make sure the goodness of fit of the data before regression analysis is done, so that the result of this study can be more accurate to answer the research objective. The result of normality test can be seen in the Table 4 below.

Table 4. The Result of Normality Test

		Unstandardized Residual
N		35
Normal Parameters	Mean	.0000000
	Std. Deviation	.37521725
Most Extreme Differences	Absolute	.140
	Positive	.140
	Negative	-.137
Test Statistic		.140
Asymp. Sig. (2-tailed)		.082

Source: The result of data processing with SPSS 29, 2023

Based on the result of normality test, a significant value of 0.082 is obtained as it is stated in Table 4. Therefore, the significance value is more than 0.05, which is used as significance level ($0.082 > 0.05$) and it means the data are distributed normally and the assumption of normality is met.

The Result of Linearity Test

A linearity test is conducted to make sure whether there is a linearity relationship between dependent variable and independent variable. This test is also important to examine whether the regression model can be used or not. The regression model explains the relationship between dependent variable and independent variable which answers the research objective. The result of linearity test can be seen in Table 5 below.

Table 5. The Result of Linearity Test

			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention * Pemberian Insentif	Between Groups	(Combined)	643.888	18	35.772	.559	.883
		Linearity	199.326	1	199.326	3.112	.097
		Deviation from Linearity	444.562	17	26.151	.408	.962
	Within Groups		1024.668	16	64.042		
	Total		1668.556	34			

Source: The result of data processing with SPSS 29, 2023

Based on the result of linearity test, a significance value of deviation from linearity of 0.962 is obtained as it is stated in the Table 5. Therefore, the significance value is more than 0.05, which is used as significance level (0.962 > 0.05) and it means the overall relationship the data of two variables can be described as linear, or those variables are related to each other.

The Result of Simple Linear Regression Test

A simple linear regression test is conducted to determine a regression model which explains how independent variable influences dependent variable. Table 6 below shows the regression model of this study.

Table 6. The Result of Simple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	82.524	9.698		8.509	<,001
	Pemberian Insentif	-.398	.188	-.346	-2.116	.042

a. Dependent Variable: Turnover Intention

Source: The result of data processing with SPSS 29, 2023

Based on the result of simple linear regression as it is stated in the Tabel 3 , a constant value (*a*) of 82.524 and an incentive provision variable coefficient value (*b*) of -0.398 are obtained. Those values yield simple linear regression equation, which is Y = 82.524 – 0.398X.

The Result of Coefficient of Determination Test

The Coefficient of determination test is conducted to examine the contribution of independent variable in explaining the variance of dependent variable. The result of this test can be seen in the Table 6 below.

Tabel 6. The Result of Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.346ᵃ	.119	.093	6.672

a. Predictors: (Constant), Pemberian Insentif

b. Dependent Variable: Turnover Intention

Source: The result of data processing with SPSS 29, 2023

Based on the result of coefficient of determination test as it is stated in the Tabel 4, a R Square value of 0.119 is obtained. Therefore, the variance of dependent variable can be explained by independent variable as 11.9% and 88.1% of the remaining variance is explained by other variables outside this research.

The Result of Correlation Test

The Correlation test is conducted to understand the direction of relationship between dependent and independent variables. By doing this test, it can be determined the strength correlation of those variables. The result of correlation test can be seen in the Table 7 below.

Table 7. The Result of Correlation Test

		Pemberian Insentif	Turnover Intention
Pemberian Insentif	Pearson Correlation	1	-.346*
	Sig. (2-tailed)		.042
	N	35	35
Turnover Intention	Pearson Correlation	-.346*	1
	Sig. (2-tailed)	.042	
	N	35	35

*. Correlation is significant at the 0.05 level (2-tailed).

Source: The result of data processing with SPSS 29, 2023

Based on the result of correlation test as it is stated in the Tabel 7, a Pearson Correlation value of -0.346 is obtained. It means those variables have negative relationship and move in opposite directions. Those variables also have weak correlation (0.21 – 0.40 is categorized as weak correlation).

The Result of t Test

To find out whether independent variable influences dependent variable and answer the research objective, t test is conducted. The result of this test can be seen in the Table 6 below.

Table 8. The Result of t Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	82.524	9.698		8.509	<,001
	Pemberian Insentif	-.398	.188	-.346	-2.116	.042

a. Dependent Variable: Turnover Intention

Source: The result of data processing with SPSS 29, 2023

Based on the result of t test as it is stated in the Table 8, a significance value of 0.042 is obtained. Therefore, the significance value is less than 0.05, which is used as significance level (0.042 < 0.05). It means the independent variable has a significant effect on dependent variable.

DISCUSSION

Based on the normality test which has been conducted by using Kolmogorov-Smirnov method, data of the variables can be stated as normal. It has significant score 0.082. This score is higher than the significant level of 0.05. This result indicates that data is distributed normally.

In the linearity test, the relationship between the incentives and the turnover intention variables is linear. The significant deviation from linearity score is 0.92. It is higher than the significant level of 0.05.

For the simple linear regression test, it shows that there is a negative relation between the variables of incentive and turnover intention. If the incentives variables increase, the turnover intention decrease. On the other hand, if the incentives variables decrease, the turnover intention variables increase.

The coefficient of determination (R Square) score is 0.119 or 11.9%. It means that the incentives variable can explain the variance of turnover intention as 11.9%. Moreover, 88.1% is influenced by other factors, such as job satisfaction, job motivation, teamwork and organizational culture. The result of this study confirms previous studies which done by Al Suraihi et al. (2021) and Han (2021), which stated that compensation is not the only factor of employee turnover. From this result, the companies need to understand that giving more incentives does not necessarily make the employees stay. The companies are suggested to understand and pay attention to the other factors which have impact on employee intention to leave the companies such as achievement, recognition, responsibility which included in motivation factors according to Herzberg's two-factor theory. Companies also should consider supervisor leadership, interpersonal relationship of the employees, and working conditions which included in hygiene factors (Robins and Coulter, 2019). Providing incentives should be accompanied with those other factors. This explanation is in accordance with the result of study which conducted by Alkahtani (2015) and Kahn et al. (2023).

The finding that the incentives provided by the organization explains 11.9% of turnover intention can possibly influence by the length of the sales force's work in the organization. The sales force is dominated by employees who have been working in the organization for over 10 years. It consists of 51.4% of the sample or equal to18 people. Half of the sales force feel comfortable to work in the organization. They are satisfied with the incentives obtained. They find alignment between the effort for the task and the incentives provided.

Another factor that might be influenced the result is the organization culture. Almost of the employees, 29 people, have received incentives. It shows that the sales force's performance tends to be in a good position because most of the have been accomplished the sales target. The organization creates the culture in which the employees work not only based on standard, but also achieve the sales target.

The correlation test results by Pearson correlation, it has -0.346. It shows unaligned relationships in weak category (0.21 – 0.40, includes in weak correlation category).

The t-test result in significant score of 0.042. The score is lower than 0.05 which use as the base of significant level (0.042<0.05). It means that the incentives variables significantly influence to the turnover variables.

The incentives have negative influence and significant to turnover intention of the sales force in the property company with the score of 11.9%. The score of 88.1% is influenced by other variables which separates from this study. The incentive has been implemented very well. Other variables that might be influence are job satisfaction, job motivation, teamwork, and organization culture. The incentive has given satisfaction to the sales force, since they have been working for a quite long time in the organization.

E. CONCLUSION

The finding in this study shows that the incentive provided by the organization has little impact on the turnover intention. It is because the sales forces accept the incentive which is in accordance with the employees remaining to achieve the sales target. However, the organization has to periodically adjust the incentive with the external situation in order to retain the employees. The organization must understand that the market of the property business is still developed. It offers plenty of opportunity for the old and new organizations to maximize its potential market which means it will offer the opportunity to hire employees. This organization to ensure that their incentives system has meet the expectation of the sales force, so that the employees remain to work in the organization despite the enticement from other organizations. The organization may vary its incentive in the form of financial, non-financial or social components. The organization may identify other variables besides the incentives that are considered as important as the incentives. It can be job satisfaction, job motivation, teamwork and organization culture. The organization can approach the employees individually to understand factors that influence their motivation in order to minimize the possibility of turnover intention occur in the organization. This can also become further research to study variables related to incentives that affect the turnover intention.

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