# The Influence of Incentives and Leadership Support on Employee Performance: Collectibility Target as a Mediation Variable

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## Abstract

This study aims to investigate the relationship between incentives and leadership support on employee performance, with a specific focus on the mediating role of collectability targets. The research was conducted at PT. KB Finansia Multi Finance Makassar Branch, involving 90 employees from the collection unit. The method employed Partial Least Squares (PLS) for data analysis to assess the direct and indirect effects of incentives and leadership support on employee performance. The results indicate that incentives negatively impact employee performance, while leadership support positively influences it. Additionally, both incentives and leadership support were found to positively affect collectability targets, which in turn, significantly improve employee performance. These findings highlight the critical role of strategic incentives and effective leadership in enhancing collectability targets and overall employee performance.

**Keywords:** incentives, leadership support, collectibility, performance, banking industry
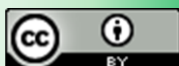
## INTRODUCTION

Human resources is one of the main assets that plays a role in turning the wheels of an organization, both business and government organizations (Bocharova & Yarovyi, 2024; Lionel et al., 2024; Saputri, 2024). Human resource is not just a main asset, but an asset that can be multiplied and developed for organizational needs (Mahdia, 2024; Zeshung, 2024). It has become a necessity for all business organizations including company PT KB. Financial Multi Finance Makassar Branch namely needs reliable and agile human resources to be able to carry out their duties as they should. The company needs to produce sustainable performance by assessing employee performance, as this assessment is a key factor for sustaining performance management in business organizations, including our company (Afrin et al., 2023; Kassem et al., 2016). The reality of employee collectability displayed by management does not align with expectations. This is suspected to be due to incentive stimuli and support from the leadership, so the company has not produced good collectability which impacts employee performance (Alhammadi, 2023; Hidayat & Tangisalu, 2024; Rahmawati et al., 2023).

The company report shows that the decline in employee collectability from 2021 to 2022 (April) was triggered by incentives and leadership or supporting support not running optimally. Collectability is an illustration of the classification of the debtor's repayment ability, which is of concern to company employees and management. In fact, when incentives and leadership support are weak, it will reduce employee collectability. This is because incentives and leadership support portray organizational support so that employees display good performance, including achieving collectability targets (Jia et al., 2024; Luo et al., 2023; Nathania & Sandroto, 2022). The expectation is that employees expect better incentives and higher leadership support to result in high performance. Based on phenomena from objective conditions by PT. KB. Finansia Multi Finance Makassar Branch illustrates that incentives and leadership support are determining factors in encouraging employee performance. Frederick Herzberg's two-factor theory highlights that two factors influence a person's motivation and subsequent performance. The first factor is motivation, which stems from incentives, while the second factor is maintenance, which involves leadership or management support to enhance performance.

Many previous studies explain the determining factors of employee performance. Research from Efendi et al., (2020); Murtisaputra & Ratnasari (2019); Syamsuriansyah & Qudsi (2018) state that incentives have a positive and significant effect on employee performance. This means the higher the incentive, the higher the employee's performance. Different from research Anggriawan et al., (2015) found that incentives have a negative and significant effect on employee performance. This means that more incentives do not affect employee performance. Research on leadership support factors on employee performance has been carried out by several researchers. For example, Afriani et al., (2017); Ashfahani (2019); Ayutika & Santoso (2020); Paeno et al., (2021) found that leadership support had a positive and significant effect on employee performance. This means that the better the leadership support, the higher the employee performance. Meanwhile, research by Osardi & Widodo (2022) shows that leadership support does not significantly affect employee performance. This means that leadership support is unable to encourage employee performance.

Reading the phenomenon of objective conditions that show that the performance of company employees tends to be less good or not by expectations, this is suspected by incentive factors and leadership support factors, so it is interesting to do research. There is a gap in previous research on the relationship between incentives and leadership support with employee performance, so this study tries to fill the gap by placing the collectability target as a mediating variable and being differentiated from previous research. Regarding employee performance measurements or indicators, this research uses

different indicators from previous research, where research indicators refer to reality PT. KB. Finansia Multi Finance Makassar Branch is opinion-based (Luthans, 2006; Robbins & Judge, 2015). Previous research only examined the financial aspects experienced by customers or external factors in driving the level of collectibility (Wahyu, 2020; Wulandari, 2019; Wulandari et al., 2021).

Meanwhile, this research looks at the relationship from non-financial aspects (internal factors), namely incentive factors and leadership support. Therefore, this research is interesting to carry out because the built research model places the target variable collectability as a mediating variable. This article is organized as follows. Section two presents a review of the literature and previous research. This section also presents the research hypothesis.

## LITERATURE REVIEW

In any organization, there is interaction between people, and this interaction has a unique nature. Humans are the most critical resource in an organization. Human behavior and interactions are also the most complex resources to understand. This complexity results from the unique nature of each individual in the world, especially the world of work. Because of this, science has emerged in terms of studying the relationships and role of human interaction in organizations namely Human Resource Management (HRM) is often equated with personnel management, human resource management, personnel management, labor management, and various other terms (Cupcea & Bîrcă, 2023). Therefore, as a grand theory this research is HRM theory. Because managing human resources has become the most important thing in this century. This is because humans are the main actors who will mobilize these various resources; their human resources must be of high quality. In other words, the abundance of resources not accompanied by human resources competency will be useless because they are not managed and utilized properly.

A working or applied theory used to analyze the relationship between variables, based on Frederick Herzberg's two-factor theory, was popularized by the American psychologist in 1959. This theory addresses a person's motivation at work. These two factors are motivator factors and pure factors (hygiene factors). Herzberg's Two Factor Theory was obtained from research on 203 technicians and accountants in Pittsburgh, United States. In this study, technicians and accountants were asked to share their experiences regarding their very good and bad feelings at work. Herzberg then concluded that two independent working conditions influence behavior differently (Luthans, 2006). Incentives are related to employee performance. Incentives or rewards are a type of commission that companies give to employees to become more motivated to complete their work, even if it is outside their job description (Robbins & Judge, 2015) resulting in good performance. Research from Efendi et al., (2020), Murtisaputra & Ratnasari (2019); Syamsuriansyah & Qudsi (2018) states that incentives have a positive and significant effect on employee performance. This means the higher the incentive, the higher the employee's performance. Different from research Anggriawan et al., (2015) found that incentives have a negative and significant effect on employee performance. This means that more incentives have no impact on employee performance.

Supporting or leadership support is related to employee performance. Leadership also has a collective nature in that all behavior implemented by a leader will have a broad impact not only on himself but all members of the organization. Good leaders certainly have a strategic plan for guiding their leadership and supporting subordinates (Luthans, 2006; Robbins & Judge, 2015). Research on leadership support factors on employee performance has been carried out by several researchers, for example (Afriani et al., 2017; Ashfahani, 2019; Ayutika & Santoso, 2020; Paeno et al., 2021) found that

leadership support had a positive and significant effect on employee performance. This means that the better the leadership support, the higher the employee performance. Meanwhile, research by Osardi & Widodo (2022) shows that leadership support does not significantly affect employee performance. This means that leadership support is unable to encourage employee performance.

Incentives encourage employees to increase collectability. Collectability is a classification of repayment capabilities of debtors when they want to borrow money from a credit institution or bank (Wulandari, 2019). This ability to pay, either in the form of interest or principal, will improve performance. Employee PT. KB. Multi Finance Branch's financials are targeted to increase collectability so that it will encourage performance. Wahyu (2020) states that determining credit collectability is to determine the quality of credit so that financing institutions or banks can anticipate credit risks early because credit risk can affect the business continuity of funding of institutions or banks. Therefore, more serious treatment is needed to prevent operational disruptions. Temporarily, Wulandari et al., (2021) state that the variables of collateral value, number of dependents, and repayment period have no effect on credit collectability and thus affect performance. Then, Wulandari (2019) states that the variables of business experience and income positively affect credit collectability. Thus, the hypothesis proposed is:
H1: Incentives positively and significantly affect employee performance.

Supporting or leadership support is related to employee performance. Leadership also has a collective nature in that all behavior implemented by a leader will have a broad impact not only on himself but all members of the organization. Good leaders certainly have a strategic plan for guiding their leadership and supporting subordinates (Luthans, 2006; Robbins & Judge, 2015). Research on leadership support factors on employee performance has been carried out by several researchers, for example Afriani et al., (2017); Ashfahani (2019); Ayutika & Santoso (2020); Paeno et al., (2021) found that leadership support had a positive and significant effect on employee performance. This means that the better the leadership support, the higher the employee performance. Meanwhile, research (Osardi & Widodo, 2022) shows that leadership support has no significant effect on employee performance. This means that leadership support is unable to encourage employee performance. Thus, the hypothesis proposed is:
H2: Supporting leadership positively and significantly affects employee performance.

Incentives encourage employees to improve collectability. Collectability refers to the classification of a debtor's repayment capabilities when they seek to borrow money from a credit institution or bank (Wulandari, 2019). This ability to repay, whether in the form of interest or principal, contributes to better performance. Employee financials at KB Multi Finance Branch are targeted to enhance collectability, which, in turn, aims to boost performance. Wahyu (2020) states that assessing credit collectability is crucial for determining the quality of credit, allowing financing institutions or banks to anticipate credit risks early, as these risks can impact the business continuity of these institutions. Therefore, more serious treatment is needed to prevent operational disruptions. Temporarily, Wulandari et al., (2021) state that the variables of collateral value, number of dependents, and repayment period have no effect on credit collectability and thus affect performance. Then, Wulandari (2019) states that the variables of business experience and income positively affect credit collectability. Thus, the hypothesis is:
H3: Incentives have a positive and significant effect on collectability targets.

Leadership support encourages employees to meet collectability targets to improve employee performance. Rohman & Yanti (2022) states that supporting leaders and organizations will encourage collectability so that it can improve performance. Therefore, leadership support is a determining factor

in achieving collectability targets and will impact employee performance. Thus, the hypothesis proposed is:

H4: Supporting leadership has a positive and significant effect on collectability targets.

Management always encourages employees to achieve good collectability targets because employees who are able to achieve collectability targets are a measure of employee achievement. Employees who excel are employees who have a passion for work so as to create performance such as achieving collectability (Mantiri & Sandroto, 2023). Thus, the research hypothesis is:

H5: Collectability target has a positive and significant effect on employee performance.

Incentives are rewards from management to employees who excel in order to produce good performance. In other words, incentives become a form of organizational support when employees are able to produce performance according to or exceed the targets set by management (Nathania & Sandroto, 2022). Thus, the research hypothesis is:

H6: Incentives have a positive and significant effect on employee performance through collectability targets.

A great leader is a leader who provides support so that employees produce good and sustainable performance. A leadership style that always provides support is a leader with a transformational spirit so that employees are moved to be involved in working well, such as scoring quality collectability targets (Jauhar & Suratman, 2022). Thus, the research hypothesis is:

H7: Supporting leadership has a positive and significant effect on employee performance through collectability targets.

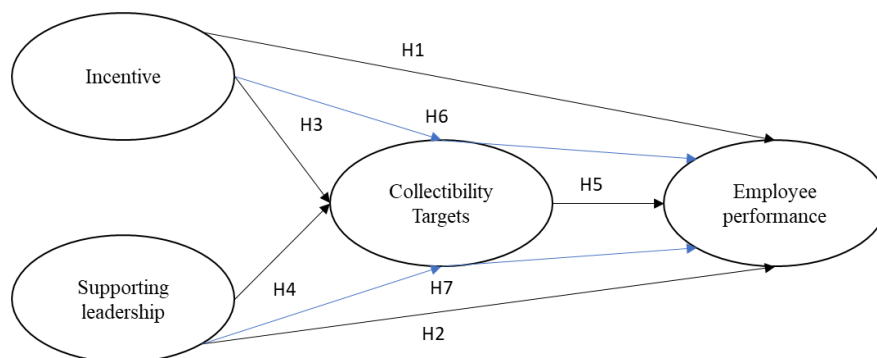Based on theory and previous research results, the conceptual framework for this research is as follows.



Figure 1. Conceptual Model

## METHODS

This research employs a quantitative approach (Wooldredge, 2023) using a Structural Equation Model (SEM) to analyze the causal relationships between incentives, leadership support, and employee performance. SEM is chosen for its ability to simultaneously estimate multiple relationships and test complex theoretical models, making it suitable for hypothesis testing in this study. This method allows for a comprehensive examination of direct and indirect effects among variables, providing a robust framework for understanding the dynamics within the research context. The target population for this study consists of employees in the Billing Department at PT. KB Finansia Multi Finance Makassar Branch focuses on those with less than one year of tenure. The purposive sampling technique is employed to select a sample of 90 employees. This approach ensures that the sample represents the

specific group under investigation, allowing for focused insights into the impacts of incentives and leadership support on employee performance.

Data for this research is collected through a structured questionnaire designed to capture information on incentives, leadership support, collectability targets, and employee performance. The questionnaire items are developed based on existing theories and previous research, ensuring their relevance and alignment with the study's objectives. Data collection is conducted with the aim of obtaining accurate and reliable responses from the target population.

The analysis is performed using SEM-PLS to test the proposed hypotheses. The process includes validity and reliability testing of the measurement instruments, followed by model estimation. Validity tests confirm that the instruments accurately measure the intended constructs, while reliability tests assess the internal consistency of the indicators (Haji-Othman & Yusuff, 2022). The SEM analysis provides insights into the direct and indirect effects of incentives and leadership support on employee performance through collectability targets, offering valuable implications for enhancing organizational practices.

**RESULT**

Characteristics of respondents based on age 20-29 years were 49 people with percentage levels 54.44%, 30-39 years old as many as 41 people with a percentage of 45.51%, and 5 people aged 40> years with a percentage of 0.05%. From these data it can be concluded that the majority of ages PT. KB. Finansia Multi Finance Makassar Branch aged 20-29 years while at least 40> years old. Meanwhile, there are 55 people with high school education at the percentage level 61.11%, and undergraduates as many as 35 people with a percentage 38.89%. So, it can be concluded that employees are dominant PT. KB. Finansia Multi Finance Makassar Branch high school educated.

Data processing in this research used SEM WarpPLS version 7.0 analysis. In the WarpPLS analysis there are two model evaluations, namely, the measurement model (outer model) and the structural model (inner model) which can be explained as follows: In the WarpPLS analysis there are several Model Fit and Quality Indices measures shown in Table 1.

Table 1. Model Fit and Quality Indices

| Model Fit and Quality Indices | Criteria | Results | Information |
|---|---|---|---|
| Average path coefficient (APC) | $p < 0.05$ | 0.372, ($p<0.001$) | Good |
| AverageR-squared (ARS) | $p < 0.05$ | 0.412, ($p<0.001$) | Good |
| Average adjusted R-squared (AARS) | $p < 0.05$ | 0.395, ($p<0.001$) | Good |

Based on Table 1, it is stated that the Average path coefficient (APC) is 0.372. This means that the average path coefficient is close to 50%, so it can be stated that the explanatory (independent) variable can respond to the dependent variable. Average R-squared (ARS)= 0.412. This means that the average determinant correlation is close to 50%, so that the variables are declared to correlate. Furthermore, Average adjusted R-squared (AARS)= 0.395. This value shows that the correlation of several independent variables is close to 50%. The three goodness-of-fit indicators of this model have a p value of $p<0.001$. This means that from the data it is said to be good and the model, the model can be said to be good because it is more or close to 50%. Therefore, the data can be explained by the model so that it is suitable for providing explanations and testing hypotheses.

Table 2. Variable Profile

| Indicator | Loading Factor | Average Value |
|---|---|---|
| Incentive Variable Profile (X1) | | |
| Financial | 0.823 | 3.37 |
| Non-financial | 0.669 | 3.33 |
| Social | 0.850 | 3.33 |
| Leadership Supporting Variable Profile (X2) | | |
| Harmonization support | 0.702 | 3.33 |
| Taste bond | 0.743 | 3.37 |
| Enthusiastic | 0.679 | 3.33 |
| Collectability Target Variable Profile (Y1) | | |
| Smooth credit | 0.698 | 4.00 |
| Special attention | 0.835 | 3.00 |
| Not that smooth | 0.615 | 4.15 |
| Doubtful | 0.766 | 4.00 |
| Congested | 0.808 | 4.00 |
| Employee Performance Variable Profile (Y2) | | |
| Punctuality | 0.948 | 4.11 |
| Productivity | 0.611 | 4.00 |
| Motivation | 0.908 | 4.00 |
| Teamwork | 0.629 | 4.00 |

This section provides information on identifying important indicators based on factor loading values and the empirical conditions of a variable (indicator) based on the average score value. The incentive variable is measured by 3 indicators, namely financial, non-financial and social. There are 9 question items to reveal the meaning of these three indicators. Indicators with larger or stronger in factor loadings in reflecting incentives is a social indicator of 0.850. This means the incentives felt by employees PT. KB. Finansia Multi Finance Makassar Branch is an incentive with social value sobel a motivation to encourage performance. This additional income can also trigger employees to give their best efforts and increase their abilities in the future to obtain social incentives. Incentives given to employees can also help them feel valued by the company. The reason is, the effort they put in while working is appreciated and measured both qualitatively and quantitatively. The indicator that is still the lowest is non-financial incentives amounting to 0.669, so non-social incentives are of concern to management for improvement to encourage employee performance.

The leader supporting variable is measured by 3 indicators: support for harmonization, bonds of feeling and encouragement. There are 9 question items to reveal the meaning of these two indicators. Indicators that have factor loadings that are larger or stronger in reflecting on supporting leadership PT. KB. Finansia Multi Finance Makassar Branch is an indicator taste bondas big as 0.743. This means that there is a relationship between employees and leaders something connection strong emotional. Usually, a bond of feeling motivates employees to work actively because there is a love relationship, when employees and leaders understand and trust each other. The lowest indicator that leaders pay attention to is encouragement. How does a leader provide support by encouraging employees so that employees are encouraged to work.

The collectability target variable is measured by 5 indicators: current credit, special mention, substandard, doubtful and loss. There are 15 question items to reveal the meaning of these three indicators. Indicators that have a factor loading that is greater or stronger in reflecting the collectability

target are of special attention at 0.835. It means, the level of credit collectability of a person who has a history of late payment of bills or credit exceeding the due date which has been set at least 90 days from the due date. Bills in arrears can be principal bills or credit interest bills. Apart from that, the DPK status will not only be attached to late bills payments. There is a smooth financial cash flow factor which indicates the ability to pay bills, but the bills are still not paid within a maximum period of 90 days after they are due. The lowest indicator is substandard, a continuation status of the previous collectability level or collectability 2. If previously the customer was in arrears for 90 days, collectability 3 or substandard can occur if the customer was in arrears for at least 120 days from the bill's due date. By determining collectability status 3 or substandard, customers will also receive a warning letter (WL) from the bank where the actual calculation of the principal arrears and current interest on the bill will appear. Apart from that, the current penalty arrears, bookkeeping administration arrears, and many other arrears will also be included, which will be summarized in factoring. However, customers with collectability status 3 can also restructure if the customer still can pay obligations.

Employee performance variables are measured by 4 indicators, namely punctuality, productivity, motivation, teamwork. There are 12 question items to reveal the meaning of these three indicators. The indicator that has a factor loading that is greater or stronger in reflecting employee performance is timeliness of 0.948. That is, employees show the activity level is completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities. The lowest indicator is teamwork, arises from the need to improve work group performance, attitudes, and loyalty; it occurs when a group of people tries to work together, using their skills and providing constructive feedback beyond any conflict that may arise on a personal or inter-individual level. Therefore, work teams need to be encouraged so that they foster a sense of loyalty, security and self-esteem that meets members' individual needs, respects their belonging and maintains positive relationships within and outside the team.

Structural model and hypothesis testing was conducted to determine the relationship between latent variables in this study. From the WarpPLS model output, structural model and hypothesis testing is carried out by looking at the estimated values of the path coefficients and p-value in Table 3 and Table 4. The decision rule for hypothesis testing is carried out as follows, if the p-value $\leq 0.05$ (alpha 5%) then it is said to be significant.

Table 3. Hypothesis Direct Testing Results

| Relationship between Variables | | Path Coefficient | p-value | Information |
|---|---|---|---|---|
| Explanatory Variables | Response Variables | Direct Influence | | |
| Incentive (X1) | Employee performance (Y2) | -0.309* | 0.001 | Support |
| Supporting leadership (X1) | Employee performance (Y2) | 0.327* | 0.001 | Support |
| Incentive (X1) | Collectability target (Y1) | 0.503* | 0.001 | Support |
| Supporting leadership (X1) | Collectability target (Y1) | 0.378* | 0.001 | Support |
| Collectability target (Y1) | Employee performance (Y2) | 0.341* | 0.001 | Support |

Table 3 presents the direct testing results of the relationships between various explanatory variables—incentive, supporting leadership, and collectability target—and their impact on employee performance and collectability targets. The results indicate that incentive has a negative direct influence on employee performance with a path coefficient of -0.309 and a p-value of 0.001, suggesting that higher

incentives may negatively affect employee performance in this context. On the other hand, supporting leadership positively influences both employee performance and collectability target, with path coefficients of 0.327 and 0.373, respectively, both with significant p-values of 0.001. Strong leadership support is crucial for enhancing employee performance and meeting collectability targets. Lastly, collectability target positively impacts employee performance with a path coefficient of 0.341 and a p-value of 0.001, indicating that achieving collectability targets contributes positively to employee performance. All these relationships are statistically significant at the 0.05 level.

Table 4. Hypothesis Indirect Testing Results

| Testing Explanatory Variables → Mediation Variables → Response Variables | | | | | |
|---|---|---|---|---|---|
| Explanatory Variables | Mediation Variables | Response Variables | Indirect Influence | p-value | Nature of Mediation |
| Incentive (X1) | Collectability target (Y1) | Employee performance (Y2) | 0.172* | 0.009 | Partial mediation |
| Supporting leadership (X1) | Collectability target (Y1) | Employee performance (Y2) | 0.129* | 0.038 | Partial mediation |

Note: * = significant at α = 0.05 significant)

Table 4 provides the results of the indirect testing of hypotheses, focusing on the mediating role of collectability target between incentive and employee performance, as well as between supporting leadership and employee performance. The results reveal that collectability target partially mediates the relationship between incentive and employee performance with an indirect influence of 0.172 and a p-value of 0.009. Similarly, collectability target also partially mediates the relationship between supporting leadership and employee performance with an indirect influence of 0.129 and a p-value of 0.038. The partial mediation indicates that while collectability target plays a role in these relationships, the direct effects of incentive and supporting leadership on employee performance remain significant. This underscores the importance of both direct and indirect pathways in understanding the dynamics of employee performance within the organization.

**DISCUSSION**

This research indicates that incentives have a negative and significant effect on employee performance PT. KB. Finansia Multi Finance Makassar Branch. This means that the better the incentives do not affect employee performance. Even though employee incentives are good, some employees feel the impact of incentives who have not provided good or low performance. This is because the incentive calculation is based solely on the results of hand billing conducted by collection employees and is influenced by the development of technology-based applications. These applications facilitate installment payments for debtors through banking or service provider platforms such as Tokopedia, Dana, and others. Additionally, the low level of productivity and teamwork among some employees has led to a decrease in overall employee performance.

Ups and downs in employee productivity are commonplace at PT KB Finansia Multi Finance Makassar Branch. However, the company management consistently strives to maintain productivity through various strategies. One key approach is the implementation of a fair and transparent system of rewards and punishments. Employees who meet targets or contribute significantly to the company are

eligible for rewards such as bonuses, incentives, wage increases, promotions, and recognitions like Employee of the Month. Additionally, the company occasionally involves employees in teamwork initiatives to foster idea-sharing and collaboration. This involvement enhances creativity, allowing employees to innovate and contribute valuable ideas. By providing this trust and opportunity, employees are likely to become more enthusiastic and motivated to improve their performance.

The view of the Two Factor Theory coined by Frederick Herzberg emphasizes that two factors influence the size of a person's motivation in doing something that results in good performance. These namely motivational factors come from incentives and the support of leadership or management to improve performance. The results of this study provide information that good incentives do not fully encourage employee performance as well as theoretical implications. Furthermore, this study offers managerial implications that if incentive practices are improved, the potential for employees to produce performance will be higher. This research supports research from research (Anggriawan et al., 2015) found that incentives have a negative and significant effect on employee performance. This means that more incentives have no impact on employee performance. This research does not support research (Efendi et al., 2020; Murtisaputra & Ratnasari, 2019; Syamsuriansyah & Qudsi, 2018) which states that incentives positively and significantly affect employee performance. This means that the higher the incentive, the higher the employee performance.

The research results show that supporting leaders has a positive and significant effect on employee performance. This means that the better the leader supports, the better the employee's performance PT. KB. Finansia Multi Finance Makassar Branch. It is known that the indicator taste bond is the most important indicator. For employees PT. KB. Finansia Multi Finance Makassar Branch feels that supporting the leadership is a bond of feeling to encourage employees to work actively because there is a loving relationship, when employees and leaders understand and trust each other. The lowest indicator that leaders pay attention to is encouragement. How does a leader provide support by encouraging employees so that employees are encouraged to work and employee performance is good? In addition, it provides harmonious support and conduct continuous improvement. It means, continuous improvement is one strategy for developing and improving programs in accordance with the analysis of previous work results. In modern situations like today, leaders PT. KB. Finansia Multi Finance Makassar Branch implements as well as development using this Continuous system so that employees produce good performance.

Another form highlighted by the leadership is provide mentoring to team members to continue to improve and improve themselves. Having employees who can be empowered is every leader's dream. Leadership expectations PT. KB. Finansia Multi Finance Makassar Branch wants employees who show initiative by taking on and completing tasks in a consistent manner according to company values and goals, with a little guidance so that employees produce good performance. Therefore, supporting leaders has a significant positive effect on employee performance PT. KB. Finansia Multi Finance Makassar Branch.

The results of this study are in line with the Two Factor Theory coined by Frederick Herzberg, which emphasizes that two factors influence the size of a person's motivation in doing something that results in good performance. These namely motivational factors come from leadership or management support to improve performance such as achieving collectability targets. Therefore, the results of this study provide theoretical implications. In addition to theoretical implications, it also has managerial implications that when leadership support is strong, employees will be moved to work and produce good performance. This research supports (Afriani et al., 2017; Ashfahani, 2019; Ayutika & Santoso, 2020;

Paeno et al., 2021) they found that leadership support has a positive and significant effect on employee performance. This means that the better the leadership support, the higher the employee performance. This research does not support (Osardi & Widodo, 2022) showing that leadership support has no significant effect on employee performance. This means that leadership support is unable to encourage employee performance

The results of this research show that incentives have a positive and significant effect on collectibility targets. This means that the better the collectability, the better the employee's performance PT. KB. Finansia Multi Finance Makassar Branch. Socially valuable incentives be a motivation to encourage employee performance. Socially valuable incentives This can also trigger employees to give their best effort and improve their abilities in the future to get social incentives. Incentives given to employees can also help them develop a sense of being valued by the company so that employees are encouraged to maintain targets for collecting credit disbursed. In addition, financial and non-financial incentives encourage employees to achieve their collectibility targets. It is proven that the dominant collectibility target indicator is under special attention.

The lowest indicator is substandard, which is a continuation of the previous collectability level or collectability 2. If previously the customer was in arrears for 90 days, collectability 3 or substandard can occur if you are in arrears for at least 120 days from the bill's due date. Apart from that, the current penalty arrears, bookkeeping administration arrears and many other arrears will also be included which will be summarized in factoring. However, those of you who have collectability status 3 can also carry out restructuring if the customer still can pay obligations. Therefore, incentives become a driving force to achieve collectability targets. The results of this research are in line with two factors theory which was coined by Frederick Herzberg emphasizes that there are two factors that influence the size of a person's motivation to do something that results in good performance, including collectibility targets, namely through the provision of incentives. Incentives are a motivational factor for employees to achieve collectibility targets. This research supports research (Wahyu, 2020; Wulandari, 2019; Wulandari et al., 2021) that there is an influence of incentives on achieving collectibility targets.

The results of this research found that supporting leaders had a positive and significant effect on collectibility targets. This means that the better the supporting leadership, the better the collectibility target PT. KB. Finansia Multi Finance Makassar Branch. Supporting leadership is a leadership style in which the leader will focus on needs and satisfaction employees so that the company's collectibility targets can be achieved according to their responsibilities. Leaders providing support will also be directly involved in helping employees solve problems. Thus, leaders also take a personal approach when interacting with employees in an effort to achieve collectibility targets. Thus the results of this study provide theoretical implications and managerial implications.

The best level of credit collectibility in terms of performance is fluent. Current or what is usually called colek 1 is the level applied to someone who has a credit history and pays installments of both principal and interest on time every month. Through leadership support, employees will be motivated to achieve collectibility targets. Employees who are motivated definitely need more challenges at work than just encouragement, and vice versa. Leadership is a person's activity to influence individuals, groups and organizations as a single unit so that leadership is defined as the ability to influence all members of groups and organizations to be willing to carry out activities or work to achieve group and organizational goals. Therefore, supporting leaders are connected to achieving collectibility targets. The results of this research are in line with two factors theory which was coined by Frederick Herzberg emphasizes that there are two factors that influence the size of a person's motivation to do something

that results in good performance, including collectability targets, namely through support from the leadership. Supporting leaders is a motivational factor for employees to achieve collectability targets. This research supports research (Pinem et al., 2017) found that leadership support has an influence on collectibility targets. This means that the better the leadership support, the better the collectibility target.

The research results show that collectibility targets have a positive and significant effect on employee performance. This means that the better the collectability target, the better the employee's performance will be PT. KB. Finansia Multi Finance Makassar Branch. The research results show that a strong indicator in reflecting collectibility targets is under special attention. That means customers PT. KB. Finansia Multi Finance Makassar Branch in category Col-2 or Colec 2 which is popular in the banking world, abbreviated as third party funds (TPF), is a collectibility status which is classified as a performing loan (PL) which is characterized by a delay in paying the debtor beyond the due date up to at least 90 days from the due date or 3 months (3 months). the debtor is in arrears in principal and/or interest payments between 1-90 days). Manual determination of TPF status is also given if the debtor is still considered to have good cash flow but is less able to pay his obligations. In practice PT. KB. Finansia Multi Finance Makassar Branch, generally TPF by parties PT. KB. Finansia Multi Finance Makassar Branch is considered bad even though theoretically it is still classified as a Performing Loan (PL). Settlement of problem loans with Col-2 status can be done through regular collection or restructuring depending on the agreement between the debtor and creditor. This TPF status encourages employees to be careful, especially in the credit and collection department (collection section), namely how to manage the TPF so that its status increases to smooth and does not experience a decline in status to substandard, doubtful and reaches an unexpected phase, namely traffic jam.

An employee's ability to manage credit is an achievement that reflects employee performance. It has been proven that a strong performance indicator is punctuality at work. This shows how high a level an activity can be completed according to the time set at the beginning, seen from the perspective of coordinating with the output results and maximizing the time available for work activities by employees. Apart from that, the next strongest indicator is work motivation, namely how an employee is PT. KB. Finansia Multi Finance Makassar Branch provides the driving force that creates enthusiasm for someone's work so that they want to work together, work effectively and be integrated with all efforts to achieve company satisfaction such as achieving collectability targets. Therefore, the employee's ability to achieve collectibility targets will encourage employee performance.

The results of this research are in line with two factors theory which was coined by Frederick Herzberg emphasizes that there are two factors that influence the size of a person's motivation to do good work which will produce good collectability targets and result in employee performance. The results of this research are a new concept that links collectibility targets and employee performance which has not been explained by previous research. Therefore, the findings of this research give birth to new information that the better the collectability target, the better the employee performance, especially in financing companies such as PT. KB. Finansia Multi Finance Makassar Branch. The research results show that incentives have a positive and significant effect on employee performance through collectibility targets. This means that the better the incentives, the better the collectability target and the better the employee's performance PT. KB. Finansia Multi Finance Makassar Branch. This is caused by the role of incentives in encouraging collectibility targets. Incentives can be increasing employee morale to achieve targets according to the company's wishes, such as collectibility targets. Providing incentives to employees, can encourage motivation at work and can also be seen as a company reward for their performance.

Robbins and Judge (2015) states that incentives what employees receive will be motivation to encourage their performance. This additional income can also trigger employees to give their best effort and improve their abilities in the future to get incentives. It can also help them develop a sense of being valued by the company. This is because the efforts they put in while working are appreciated and measured qualitatively and quantitatively. Apart from that, employees get additional income which is an opportunity for employees to earn more income outside of their basic salary. This can help employees to earn income to meet their needs. Therefore, incentives can encourage targets expected by the company, such as smooth collectability targets. Collectability targets can encourage better employee performance. Collectability is a classification of the status of the debtor's payment of interest or principal installments and credit interest as well as the level of possibility of receiving back funds invested in securities or other investments. In the credit repayment philosophy, there are two basic analysis of debtors in granting credit, namely good faith/willingness to pay and ability to pay where to determine the character of a prospective debtor requires a quantitative track record review of the quality of credit history prospective debtors are marked through collectability checks. Meanwhile, according to the Otoritas Jasa Keuangan (OJK), collectability is the condition of principal payments or principal installments and credit interest by customers as well as the level of possibility of receiving back funds invested in securities or other investments. Based on Bank Indonesia regulations, the collectability of a loan can be grouped into five groups: current, special mention, substandard, doubtful and non-performing.

For PT. KB. Finansia Multi Finance Makassar Branch targets good collectability as a hope for management. This motivates employees to work harder to produce good performance. Sinambela (2018) believes that job assessment is a method for comparing the work of various jobs using formal and systematic procedures to determine the order of jobs through determining the position and ratio between one job and another. The results of this assessment are called performance, which can be used as a basis for providing a fair wage or salary system. When an employee achieves a good collectability target, it indicates that the employee can produce good results. The results of this research are in line with two factors theory which was coined by Frederick Herzberg emphasizes that two factors influence the size of a person's motivation to do a good job if the employee gets good incentives from the company so that it will produce good collectability targets and result in employee performance. This research finds a new concept that has not been discovered by previous research, namely that the better the incentives, the better the collectability target and the better the employee's performance. Therefore, this research finds that collectability targets can significantly mediate the influence of incentives on employee performance PT. KB. Finansia Multi Finance Makassar Branch.

The research results show that supporting leadership positively and significantly affects employee performance through collectability targets. This means that the better the leader supports, the better the collectability target and the better the employee performance. KB. Finansia Multi Finance Makassar Branch. Leadership support give motivation for employees, namely providing direction and encouragement, providing positive motivation, helping employees solve a problem, getting to know employees better, giving examples when giving directions, taking an individual approach, and always covering up shortcomings so that employees can achieve good collectability targets. Good collectability will be achieved if supporting leaders touch and stimulate employees to achieve collectability targets. Management PT. KB. Finansia Multi Finance Makassar Branch is taking steps to improve collectability status, namely pay principal instalments and interest on time, pay off debts and not be in arrears. Another method that is often applied is if you have paid off your debt, immediately ask for a letter of repayment

stating that you are free from the loan. Wulandari et al. (2021) states that collectability is a track record that shows the quality of a customer or debtor in paying a credit instalment in full.

Good collectability will encourage employee performance. Employees who perform well drastically improves morale, creates accountability, and improves overall performance. Employees who perform poorly or are not suited to the job itself. As a result, the employee handling process will be easier to manage when the problem is known to achieve overall business goals, companies need to set targets and aim for those targets. Therefore, companies need to implement goals first such as collectability targets. Once the overall goals are set, the results of employee performance indicators will allow the company to plan a strategy on how to achieve collectability targets. Therefore, the employee's ability to achieve collectability will encourage employee performance. The results of this research are in line with two factors theory which was coined by Frederick Herzberg emphasizes that there are two factors that influence the size of a person's motivation to do a good job if the employee gets good supporting leadership from the company so that it will produce good collectability targets and result in employee performance. This research finds a new concept that has not been explained by previous research, namely that the better the leader supports, the better the collectability and the better the employee's performance. Thus, collectability can play a significant role in mediating the relationship between supporting leadership and employee performance PT. KB. Finansia Multi Finance Makassar Branch.

## CONCLUSION

This research investigates the relationship between incentives and leadership support and performance through collectability targets and proves it empirically. Therefore, this research uses a research sample. There are 90 employees in the collection unit (billing department), so the research sample is 90 people as respondents. The research results show that incentives have a negative and significant effect on employee performance in PT. KB. Finansia Multi Finance Makassar Branch. Furthermore, leadership support has a positive and significant effect on employee performance. Incentives have a positive and significant effect on collectability targets. Leadership support has a positive and significant effect on collectability targets. Then, collectability targets have a positive and significant effect on employee performance. Incentives have a positive and significant effect on employee performance through collectability targets. Then leadership support has a positive and significant effect on employee performance through collectability targets.

## LIMITATIONS

This research is limited in that it only focuses on the research object of financing companies, so it cannot be generalized to other companies, including banking companies. Therefore, expanding the research object area outside the financial sector is an opportunity.

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