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INFLUENCE INCENTIVES, CUSTOMER RELATIONSHIP MANAGEMENT, AND TEAMWORK TOWARDS EMPLOYEE PERFORMANCE THROUGH MEDIATION MOTIVATION EMPLOYEE PT. DAM

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ABSTRACT

PT. DAM is an automotive and decorative paint distributor with operational offices located in East Java, Lombok, and Bali. Customer Relationship Management (CRM) plays an important role in influencing company sales performance. PT. DAM has successfully achieved significantly higher sales performance compared to its competitors, with contribution rates ranging from 67.08% to 78.44%, while competitors' contributions are considerably lower, ranging from 0.34% to 24.83%. Through the effective implementation of CRM, PT. DAM aims to enhance customer loyalty, satisfaction, and retention, thereby strengthening its market presence and increasing overall sales performance. Therefore, understanding and effectively utilizing CRM is crucial for maintaining competitive advantage and driving superior sales performance. This quantitative study employs the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach. The population of this study consists of sales employees at PT. DAM, totaling 53 individuals; therefore, the sample size used in this research is 53 respondents. Based on the results of the analysis, it can be concluded that CRM has a significant effect on employee performance, teamwork, employee incentives, and employee motivation.
Keywords: Incentives, CRM, Teamwork, Employee Performance and Motivation Employee.

INTRODUCTION

PT. DAM is an automotive and decorative paint distributor with operational offices located in East Java, Lombok, and Bali. The company was established in 1997 and currently employs 53 staff members in the sales division. The company's vision is to build a sustainable and profitable business by providing a wide range of automotive paints, decorative paints, and painting equipment. PT. DAM focuses on distributing automotive and decorative paint products to retail stores and automotive paint workshops across East Java, Bali, and Lombok. The brands distributed exclusively by PT. DAM include AkzoNobel, Asian Paints, Ace Oldfields, and Pacific Paint.

During the 2017–2023 period, the average number of active customers (JLO) reached 603 customers, representing 20.88% of total listed outlets (JLTO). Customer contribution before the COVID-19 pandemic was relatively higher, at 22.13%, compared to 19.98% after the pandemic. This decline in customer contribution was primarily caused by a decrease in purchasing power within the automotive and decorative paint industries. In general, PT. DAM consistently achieved most of its predetermined targets, indicating strong overall performance. However, in 2020, when higher sales targets were set, the COVID-19 pandemic significantly affected the company's ability to achieve these targets. The company's success in meeting sales targets prior to the pandemic was closely associated with effective teamwork within the sales department. The implementation of teamwork through territorial division and coordinated work efforts contributed significantly to the company's strong sales performance. Wolor et al. (2020) highlighted the influence of organizational justice, conflict management, compensation, work stress, and work motivation on sales performance. Therefore, understanding the role of teamwork in sales performance is particularly important, especially when facing challenges such as those caused by the pandemic. This condition indicates that the company experienced constraints related to achieving sales targets. The success or failure of a company largely depends on its human resources, prompting this study to investigate the factors influencing unmet sales targets at PT. DAM.

Employee performance represents a critical issue that has not been adequately addressed in the background of the problem, particularly as the company has experienced difficulties in achieving sales targets since the onset of

the pandemic. The significant decline in the number of active customers has also contributed to reduced revenue across regions. This indicates that the company's performance prior to the pandemic was substantially better than its performance afterward. Several independent variables, such as employee motivation, teamwork, and Customer Relationship Management (CRM), are likely to play important roles in influencing employee performance. Understanding the interactions between these variables and employee performance is essential for identifying strategies to improve productivity and achieve business objectives.

PT. DAM also faces constraints in maximizing sales potential among certain customers. This is evidenced by sales findings at Wijaya Pamekasan Store, Setia Bhakti Jombang Store, and Budi Makmur Denpasar Store, which show lower contribution levels compared to competitors. In contrast, Qta Color Shop Gianyar, Rejeki Color Shop Babat, and Varna Raya Shop Bojonegoro demonstrate significantly higher contributions than their competitors. Customer Relationship Management (CRM) plays a crucial role in influencing company sales performance. PT. DAM has successfully achieved higher sales performance compared to its competitors, with contribution levels ranging from 67.08% to 78.44%, while competitors' contributions range only between 0.34% and 24.83%. These differences in sales performance may be attributed to the effective CRM strategies implemented by PT. DAM, which enhance customer loyalty, satisfaction, and retention, thereby strengthening market presence and increasing sales volume. Therefore, understanding and effectively utilizing CRM is essential for maintaining competitive advantage and driving superior sales performance.

Motivation also plays a vital role in organizational performance and productivity. Motivation encourages employees to achieve higher levels of productivity and commitment, which directly impacts sales outcomes and overall business success. Employees who are motivated by clear goals, recognition, and a supportive work environment are more likely to be fully engaged in their tasks, demonstrate innovation, and remain resilient during challenging conditions. Conversely, a lack of motivation can lead to decreased productivity, low work morale, and ultimately a decline in sales performance. Therefore, addressing employee motivation is crucial for maintaining and improving sales team performance and ensuring the long-term sustainability of the company, particularly when facing unexpected challenges.

Based on the background of the problem, this study formulates the following research questions: (1) whether employee incentives, customer relationship management, and teamwork influence employee performance; (2) whether employee incentives, customer relationship management, and teamwork significantly influence employee motivation; (3) whether employee motivation influences employee performance; and (4) whether employee incentives, customer relationship management, and teamwork jointly have a significant effect on employee performance, with employee motivation as a mediating variable.

LITERATURE REVIEW

Incentives Employee

Employee incentives are related to various bonuses and rewards provided by companies to employees with the objective of increasing work motivation, productivity, and employee retention (Le et al., 2020). The primary purpose of incentives is to enhance employee loyalty and work enthusiasm, which ultimately leads to improved organizational performance. Financial rewards such as bonuses, performance-based pay, and stock options are common forms of employee incentives (Zahoor et al., 2020). In addition, non-monetary incentives such as health insurance, leave benefits, flexible working schedules, professional growth opportunities, and employee recognition initiatives are also widely implemented. Business organizations employ various incentive strategies to increase workforce productivity, work enthusiasm, and job satisfaction (He et al., 2021). These incentives encourage employee retention and facilitate the recruitment of highly qualified individuals (Zahoor et al., 2020). Incentives are also used to stimulate employee productivity and engagement. Organizations seeking to inspire employees to fully utilize their capabilities in achieving organizational objectives often link rewards to performance achievements, specific targets, or predetermined conditions (Persada & Nabella, 2023). According to He et al. (2021), employee incentives play a crucial role in developing motivated, effective, and satisfied employees, all of whom contribute to

organizational growth and success. Furthermore, Agbenyegah (2019) identified several key indicators of employee incentives, including annual incentives, bonuses, base salaries, and hourly wages.

Customer Relationship Management

Customer Relationship Management (CRM) is an ongoing process through which companies interact with customers in order to enhance customer satisfaction, loyalty, and long-term commitment (Migdadi, 2020). CRM encompasses activities such as supporting sales processes, providing customer services, and engaging in purposeful communication to build strong customer relationships. According to Guerola-Navarro et al. (2021), an effective customer relationship strategy places a high priority on understanding customer needs and preferences, responding to inquiries and complaints in a timely and attentive manner, and offering appropriate solutions. Customer Relationship Management is a crucial aspect of business sustainability, as it directly influences customer satisfaction and retention, both of which are essential for long-term business continuity and growth (Varadaraj & Al Wadi, 2021). Satisfied customers are more likely to demonstrate loyalty, engage in repeat purchases, and recommend the brand to others. Strong customer relationships also provide valuable insights into customer needs and preferences, which can guide new product development, advertising campaigns, and service improvements. According to Chatterjee et al. (2021), the key indicators of Customer Relationship Management include email and automated responses, frequently asked questions (FAQs), call centers, customer service centers, automated customer feedback systems, and company social media platforms.

Teamwork

Teamwork refers to a group of individuals whose primary task is to engage customers and encourage them to make purchases from a company (AlArafat & Doblas, 2022). Teamwork is essential to organizational success because team members interact directly with customers, understand their needs and preferences, and offer products that best suit customer expectations. Effective teamwork requires members to be highly skilled communicators, possess in-depth product knowledge, and be capable of negotiating agreements while ensuring customer satisfaction. Team efforts in selling products, responding to customer inquiries, and addressing customer concerns contribute significantly to building customer loyalty (Mughal & Iraqi, 2020). To ensure optimal individual performance, companies typically establish clear targets and objectives, which are set at both the individual and team levels on a daily, weekly, or monthly basis. Consequently, a team's collaborative capacity directly influences its ability to achieve organizational goals. According to Phuong and Huy (2022), team performance largely depends on the knowledge, skills, and abilities of each team member, as these attributes determine what tasks can be effectively accomplished. An effective team should include members with technical skills to perform tasks efficiently, problem-solving and quick decision-making skills to address challenges, and strong interpersonal abilities, such as active listening, constructive feedback, conflict resolution, and effective interpersonal communication.

Motivation

Maintaining sales team motivation is essential for fostering a positive and productive work environment that leads to strong sales performance (Persada & Nabella, 2023). Effective motivation depends on understanding and fulfilling the needs of team members at both the individual and collective levels. Clear and achievable goals are a key factor in human motivation, as sales teams require well-defined objectives to provide direction and purpose (Salman et al., 2021). Therefore, clarifying goals and objectives can enhance motivation and enthusiasm, creating a more competitive yet cooperative atmosphere in which employees feel valued and appreciated (Ali & Anwar, 2021). To create a comfortable and supportive work environment, leaders should strive to be approachable and empathetic, thereby encouraging effective communication among company staff. According to Alkandi et al. (2023), when team members feel that their opinions are respected and valued by both colleagues and supervisors, their level of motivation increases significantly. Based on Salman et al. (2021), the key indicators of sales team motivation include achievement, opportunities for growth, the nature of the work itself, recognition, personal development, and peer relationships.

Employee Performance

Employee performance refers to the evaluation of how effectively an employee achieves the goals that have been set by the employer (Latifah et al., 2023). It is related to the level of success and effectiveness demonstrated

by an individual in fulfilling job responsibilities, achieving work objectives, and contributing valuable outcomes to the overall goals of the organization. Employee performance can be assessed by considering several factors, including productivity, quality of work, engagement, attendance, teamwork ability, and progress toward specific objectives (Nguyen & Nguyen, 2023). Supervisors or managers typically conduct periodic performance evaluations as part of the performance management process. The results of these evaluations are used to provide feedback, support professional development, and inform decisions related to compensation or employee recognition (Al Zeer et al., 2023). According to Wardana and Anisah (2023), the key indicators of employee performance include quantity of work, quality of work, timeliness in completing tasks, and punctuality in attendance.

Relationship between Variables and Hypotheses

The Influence of Incentive Employee on Employee Performance

Employee incentives have a significant influence on employee performance through the mediation of employee motivation (Lee et al., 2020). Incentives, both in the form of financial rewards such as bonuses and salary increases, and non-financial rewards such as recognition and awards, can enhance employees' intrinsic and extrinsic motivation. According to Zahoor et al. (2022), when employees feel appreciated and perceive that their contributions are valued by the organization, they become more motivated to work harder and contribute at their maximum potential. This high level of motivation subsequently leads to improvements in productivity, work quality, and organizational commitment. Furthermore, He et al. (2021) emphasized that effective incentive systems not only increase employee motivation but also directly contribute to enhanced employee performance.

H1: Incentives employee influential significant on employee performance

The Influence of Customer Relationship Management on Employee Performance

Customer Relationship Management (CRM) has a significant influence on employee performance (Migdadi, 2020). Effective CRM implementation enables employees to better understand customer needs and preferences, thereby improving the quality of services they provide. When employees are able to clearly understand customer requirements, they tend to perform their tasks more effectively. CRM also functions as an essential tool for managing customer interactions efficiently (Guerola-Navarro et al., 2021). Through well-integrated CRM systems, employees can respond to customer inquiries and resolve issues more quickly, reduce the time required to complete tasks, and enhance overall productivity. Therefore, it can be concluded that Customer Relationship Management (CRM) has a positive influence on employee performance (Varadaraj and Wadi, 2021).

H2: Customer Relationship Management has an effect significant on Employee Performance

The Influence of Teamwork on Employee Performance

Teamwork has a significant impact on employee performance. In a collaborative work environment where employees work together, support one another, and share responsibilities, a strong sense of unity and attachment is created, which enhances overall employee performance (AlArafat & Doblas, 2022). When employees operate within a supportive team environment, productivity and quality of work tend to improve. Furthermore, teamwork enables employees to share diverse knowledge, skills, and experiences, thereby increasing work effectiveness and efficiency (Mughal & Iraqi, 2020). Effective collaboration among team members allows tasks to be completed more quickly due to synergy and the simultaneous resolution of problems. Therefore, it can be concluded that effective teamwork not only improves individual employee performance but also contributes to the achievement of organizational objectives as a whole (Mendonça et al., 2021).

H3: Teamwork has an effect significant on Employee Performance

The Influence of Incentive Employee on Motivation Employee

Employee incentives have a significant influence on employee motivation within an organization (Persada & Nabella, 2023). Incentives, both in the form of financial rewards such as bonuses, commissions, and salary increases, and non-financial rewards such as recognition, career development opportunities, and awards, can encourage employees to work harder and achieve predetermined targets. When employees feel appreciated and recognized for their contributions, their motivation to perform their tasks increases. This condition also creates a competitive and productive work environment, in which employees demonstrate high levels of motivation (Alkandi

et al., 2023). Therefore, it can be concluded that by providing fair and adequate incentives, organizations can enhance employee motivation, leading employees to become more active, enthusiastic, and engaged in their work (Ali and Anwar, 2021).

H4: Incentives Employee influential significant on Motivation Employee

The Influence of Customer Relationship Management on Motivation Employee

Customer Relationship Management (CRM) has a significant influence on employee motivation within an organization (Acheampong et al., 2023). By providing the necessary tools and information to better understand and serve customers, CRM helps employees feel more competent and confident in performing their assigned tasks. Easy access to customer data enables employees to deliver more effective and personalized services, which in turn enhances customer satisfaction and loyalty (Jafri et al., 2023). When employees observe positive outcomes from their efforts, such as improved customer satisfaction and the achievement of sales targets, their motivation to perform their work increases. In addition, CRM can streamline work processes and reduce administrative burdens, allowing employees to focus more on core tasks and thereby strengthening their work motivation. Deb et al. (2023) emphasized that effective CRM implementation not only improves operational efficiency but also serves as a key driver of employee motivation.

H5: Customer Relationship Management has an effect significant to Motivation Employee

The Influence of Teamwork on Motivation Employee

Teamwork has a strong influence on employee motivation within an organization (Kapur, 2023). When employees work within a harmonious team, they develop a strong sense of togetherness and belonging to the organization, which enhances their motivation to perform their tasks. Effective teamwork enables the distribution of tasks according to individual skills and strengths, thereby increasing employees' self-confidence and motivating them to perform at their best (Dutta & Rangnekar, 2023). In addition, emotional support from colleagues helps employees overcome challenges and reduce work-related stress, which further fosters positive motivation. Thus, a cohesive and well-functioning team not only improves productivity but also significantly enhances employee motivation, creating a dynamic and positive work environment (Sokoloff et al., 2023).

H6: Teamwork has an effect significant on Motivation Employee

The Influence of Motivation Employee on Employee Performance

Employee motivation has a direct and significant influence on employee performance. Motivation, whether intrinsic in nature such as job satisfaction and personal achievement or extrinsic, such as financial rewards and recognition, encourages employees to exert greater effort and demonstrate high levels of dedication in their work. When employees are motivated, they tend to be more committed, disciplined, and creative in completing their tasks. Strong motivation also enhances employees' sense of responsibility and initiative, which ultimately contributes to improvements in productivity, work quality, and overall effectiveness. Therefore, enhancing employee motivation is a key factor in achieving optimal employee performance.

H7: Motivation Employee influential significant on Employee Performance

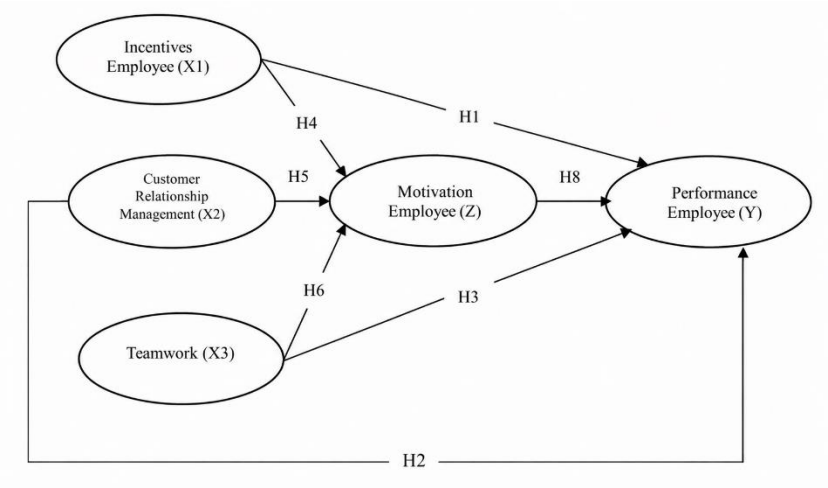
The Influence of Incentive Employees, Customer Relationship Management and Teamwork on Employee Performance Mediated by Motivation Employee

The influence of employee incentives, Customer Relationship Management (CRM), and teamwork on employee performance becomes more significant when mediated by employee motivation (Arifuddin et al., 2023). According to Anwar and Abrar (2023), appropriate incentive systems enhance motivation by rewarding effort and achievement, thereby encouraging employees to work harder and more effectively. In addition, CRM strengthens individual performance by improving the efficiency of customer interactions, which increases employees' self-confidence and job satisfaction (Jafri et al., 2023). Meanwhile, effective teamwork creates a collaborative and supportive work environment in which employees feel supported, leading to higher levels of work motivation (Dutta & Rangnekar, 2023). When employees are motivated, they are more likely to demonstrate higher performance, increased productivity, and stronger engagement in their work. Therefore, employee incentives, CRM, and teamwork, through the enhancement of employee motivation, contribute significantly to improved employee performance.

H8: Incentives employees, customer relationship management and teamwork together influential significant on employee performance mediated by motivation employee

Analysis Model

Figure 1. Analysis Model



Source Data: processed researcher, 2024

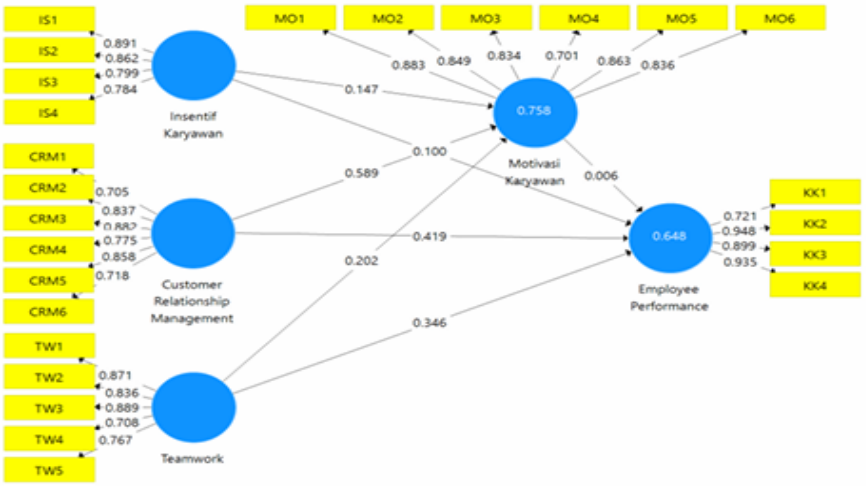
RESEARCH METHODS

This quantitative study focuses on collecting data that can be measured and statistically analyzed to identify patterns, relationships, and trends. The study employs research instruments such as surveys and questionnaires, which enable researchers to collect data from a representative sample. The analytical approach used in this study is Structural Equation Modeling–Partial Least Squares (SEM-PLS). The SEM-PLS analysis is conducted in two main stages. First, the outer model is evaluated through convergent validity testing, discriminant validity testing, and reliability testing. Second, the inner model is assessed using R-square analysis, path coefficient analysis, t-statistics, predictive relevance (Q^2), goodness-of-fit evaluation, hypothesis testing, and mediation analysis. The questionnaire was developed by determining the criteria for the targeted respondents and then distributing the questions via Google Forms. The research and data collection were conducted at the PT. DAM office, located at Jl. Banyu Urip No. 164, Kupang Krajan, Sawahan District, Surabaya, East Java 60154. Data were collected from employees of PT. DAM to obtain insights into factors contributing to unmet sales performance. The population of this study consists of sales employees at PT. DAM, totaling 53 individuals. Therefore, a census approach was applied, and the sample size used in this study was 53 respondents.

RESULT AND DISCUSSION

Analysis Model Measurement (Outer Model)

Figure 2. PLS Algorithm Test Results



Source: Data Respondents processed, 2024

Table 1. Test Validity Convergent

Variable	Item	Outer Loading
Customer Relationship Management	CRM1	0.705
	CRM2	0.837
	CRM3	0.882
	CRM4	0.775
	CRM5	0.858
	CRM6	0.718
Incentives Employee	IS1	0.891
	IS2	0.862
	IS3	0.799
	IS4	0.784
Performance Employee	KK1	0.721
	KK2	0.948
	KK3	0.899
	KK4	0.935
Motivation Employee	MO1	0.883
	MO2	0.849
	MO3	0.834
	MO4	0.701
	MO5	0.863
	MO6	0.836
Teamwork	TW1	0.871
	TW2	0.836
	TW3	0.889
	TW4	0.708
	TW5	0.767

Source: Processed Data Researcher (2024)

Validity test used for knowing validity questionnaire. Validity convergence determine correlation between score index with score variable. If the factor loading more big from 0.7. Whereas according to cross-loading analysis of each indicator on different constructs, cross-loading must be smaller compared to with the outer loading of each indicator on its construct at the beginning. Table 1 shows that cross-loading is smaller compared to with the outer

loading of each indicator in its initial construct, so that fulfil cross-loading analysis. Based on validity discriminant, all indicator considered valid because fulfil criteria cross-loading analysis.

Table 2. Average Variance Extract

Indicator	Average Variance Extract (AVE)
Customer Relationship Management	0.638
Performance Employee	0.776
Incentives Employee	0.698
Motivation Employee	0.689
Teamwork	0.667

Source: Data Respondents processed, 2024

Table 2 shows that AVE value is valid because has reach mark more from 0.5. Based on validity test results convergent, all indicator the considered valid. This is will become measurement to variables in study this and using validity test discriminant as reference.

Table 3. Fornell Larcker Criterion

Indicator	CRM	KK	IS	MO	TW
Customer Relationship Management	0.880				
Performance Employee	0.781	0.881			
Incentives Employee	0.711	0.577	0.835		
Motivation Employee	0.860	0.697	0.668	0.830	
Teamwork	0.826	0.747	0.507	0.763	0.817

Source: Data Respondents processed, 2024

Based on analysis Fornell-Lacker criteria, root AVE square of each construct must taller from correlation highest beginning to construct others. Table 3 shows that the data has been fulfil criteria Fornell-Larcker analysis because root AVE square of each construct taller compared to correlation highest the original with construct other.

Table 4. Composite Reliability and Cronbach's Alpha

Indicator	Cronbach's Alpha	Composite Reliability	Information
Customer Relationship Management	0.885	0.913	Reliable
Performance Employee	0.900	0.932	Reliable
Incentives Employee	0.855	0.902	Reliable
Motivation Employee	0.910	0.930	Reliable
Teamwork	0.874	0.909	Reliable

Source: Data Respondents processed, 2024

Table 4 shows that mark reliability composite pass score above 0.6. This Test used for measure how much close relatedness something collection of items in in groups for knowing scale reliability. This Test results means that mark reliability composite throughout variables can reliable.

Table 5. HTMT

Indicator	CRM	KK	IS	MO	TW
Customer Relationship Management					
Performance Employee	0.864				
Incentives Employee	0.822	0.655			
Motivation Employee	0.686	0.751	0.750		
Teamwork	0.782	0.817	0.576	0.837	

Source: Data Respondents processed, 2024

Based on results cross-loading calculations in the table above seen that mark item correlation on variables That Alone bigger compared to with variables others. Therefore that, can concluded that the statement items on the variables valid.

Table 6. Model Fit

Model Fit	Saturated Model	Estimated Model
SRMR	0.098	0.098
d_ULS	3.101	3.101
d_G	3.613	3.613
Chi-Square	700.220	700.220
NFI	0.564	0.564

Source: Data Respondents processed, 2024

The results of the goodness of fit test for the model in Table 6, the goodness of fit test for the equation model structural based on theory (Ghozali & Latan, 2015) can observed based on SRMR score outside the fit model on use application Smart PLS V.3. Equation Model structural can defined in accordance standard if the SRMR value is < 0.15 while the model is defined No in accordance standard if the SRMR value > 0.15, where in the study This SRMR value in testing This is 0.098. Output analysis give description SRMR value with value of 0.098 which means equality structural and model in research can defined in accordance standard and decent used.

Table 7. R- Square Test

Variables	R-Square	R-Square Adjusted
Performance Employee	0.648	0.618
Motivation Employee	0.758	0.743

Source: Data Respondents processed, 2024

Based on R-Squared test results found that customer relationship management, incentives employees, teamwork is influential by 75.8% on motivation employees. Meanwhile that customer relationship management, incentives employees, teamwork and motivation employee influential by 64.8% on performance employee.

Table 8. Blindfolding Test

Indicator	SSO	SSE	Q^2 (=1-SSE/SSO)
Customer Relationship Management	312.000	312.000	
Performance Employee	208.000	112.444	0.459
Incentives Employee	208.000	208.000	

Motivation Employee	312.000	157.647	0.495
Teamwork	260.000	260.000	

Source: Data Respondents processed, 2024

The results of the Q square calculation show diversity of data that can be explained by the first model and is 0.459. Therefore That can concluded that the influence of the first model and including in large model category (>0.35).

Table 9. Path Coefficient

Hypothesis	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T-Statistic (|O/STDEV|)	P-Values
Customer Relationship Management → Performance Employee	0.419	0.417	0.068	6.161	0.000
Customer Relationship Management → Motivation Employee	0.589	0.582	0.062	9.520	0.000
Incentives Employee → Performance Employee	0.100	0.101	0.029	3.408	0.001
Incentives Employee → Motivation Employee	0.147	0.148	0.038	3.892	0.000
Motivation Employee → Performance Employee	0.006	0.006	0.059	0.108	0.914
Teamwork → Performance Employee	0.346	0.347	0.058	5.945	0.000
Teamwork → Motivation Employee	0.202	0.208	0.044	4.637	0.000

Source: Data Respondents processed, 2024

Based on Table 9 it is known that that the influence of Customer Relationship Management on variables Motivation Employee have mark Statistics more big from mark critical (9.520 > 1.960), and p-value is more small from α (0.000 < 0.05), then from That obtained that variables Customer Relationship Management activities have influence positive and significant to improvement variables Motivation Employee.

Based on Table 9 it is known that influence Incentive Employee to variables Motivation Employee have T-statistics value is bigger from mark critical (3.892 > 1.960), and p-value is smaller from α (0.000 < 0.05), then from That obtained that variables Incentives Employee have influence positive and significant to improvement variables Motivation Employee.

Based on Table 9 it is known that that the influence of Teamwork on variables Motivation Employee have T-statistics value is bigger from mark critical (4.637> 1.960), and p-value is greater small from α (0.000 < 0.05), then from That obtained that variables Teamwork activities have influence positive and significant to improvement variables Motivation Employee.

Based on Table 9 it is known that that influence Motivation Employee to variables Performance Employee have T-statistics value is more big from mark critical (4.637> 1.960), and p-value is greater small from α (0.914 < 0.05), then from That obtained that variables Motivation Employee No have influence positive and significant to improvement variables Performance Employee.

Based on Table 9 it is known that that the influence of Customer Relationship Management on variables Performance Employee have T-statistics value is bigger from mark critical (6.161> 1.960), and p-value is smaller from α (0.000 < 0.05), then from That obtained that variables Customer Relationship Management activities have influence positive and significant to improvement variables Performance Employee.

Based on Table 9 it is known that Incentive Employee to variables Performance Employee have T-statistics value is bigger from mark critical (3.408 > 1.960), and p-value is greater small from α (0.000 < 0.05), then from That obtained that variables Incentive Employee have influence positive and significant to improvement variables Performance Employee.

Based on Table 9 it is known that that the influence of teamwork on variables performance employee have T-statistics value is more big from mark critical (5.945 > 1.960), and p-value is greater small from α (0.000 < 0.05), then from That obtained that variables teamwork activities have influence positive and significant to improvement variables performance employee.

Table 10. Specific Indirect Effect

Hypothesis	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T-Statistic (|O/STDEV|)	P-Values
Customer Relationship Management → Motivation Employee → Performance Employee	0.004	0.003	0.035	4.108	0.000
Incentives Employee → Motivation Employee → Performance Employee	0.001	0.001	0.009	5.105	0.000
Teamwork → Motivation Employee → Performance Employee	0.001	0.002	0.012	6.106	0.000

Source: Data Respondents processed, 2024

Based on Table 10 it is known that that Motivation Employee capable mediate the influence of Customer Relationship Management on variables Performance Employee have T-statistics value is bigger from mark critical (4.108 > 1.960), and p-value is greater small from α (0.000 < 0.05), then from That obtained that variables Motivation Employee capable mediate Customer Relationship Management activities towards Performance Employee.

Based on Table 10 it is known that that Motivation Employee capable mediate influence Incentive Employee to variables Performance Employee have T-statistics value is bigger from mark critical (5.105 > 1.960), and p-value is smaller from α (0.000 < 0.05), then from That obtained that variables Motivation Employee capable mediate incentive Incentives Employees towards Performance Employee.

Based on Table 10 it is known that that Motivation Employee capable mediate the influence of Teamwork on variables Performance Employee have T-statistics value is bigger from mark critical (5.105 > 1.960), and p-value is smaller from α (0.000 < 0.05), then from That obtained that variables Motivation Employee capable mediate Teamwork towards Performance Employee.

DISCUSSIONS

The Influence of Incentive Employee on Performance Employee

Based on the results of hypothesis testing, it was found that Incentives Employee have a significant influence on Performance Employee. Through the mediation of employee motivation, incentives exert a stronger impact on employee performance (Lee et al., 2020). Both intrinsic and extrinsic motivation can be enhanced through incentive systems, which may take the form of non-financial rewards as well as salary increases and monetary compensation. Employees are more encouraged to work harder and contribute optimally when they feel appreciated and perceive that their efforts are recognized (Zahoor et al., 2022). This heightened motivation subsequently leads to increased output, higher quality of work, and stronger organizational loyalty. Furthermore, He et al. (2021) emphasized that effective incentive systems not only enhance employee motivation but also directly improve employee performance.

The Influence of Customer Relationship Management on Performance Employee

Based on the results of hypothesis testing, it was found that Customer Relationship Management (CRM) has a significant influence on employee performance. Employee performance is strongly affected by the effectiveness of customer relationship management practices (Migdadi, 2020). Proper CRM implementation improves service quality by enabling staff members to better understand customer needs and preferences. When employees are able to clearly comprehend customer requirements, they tend to perform their tasks more effectively. CRM also serves as a critical tool for managing customer interactions efficiently (Guerola-Navarro et al., 2021). Well-integrated CRM systems allow staff members to respond to customer inquiries and resolve issues more quickly, thereby reducing the time required to complete tasks and increasing overall productivity. Therefore, employee performance is significantly influenced by the effectiveness of customer relationship management practices (Varadaraj and Wadi, 2021).

The Influence of Teamwork on Performance Employee

Based on the results of hypothesis testing, it was found that teamwork management has a significant influence on employee performance. Employee performance is strongly affected by the effectiveness of teamwork within the organization. A strong sense of closeness and attachment is developed in a collaborative work environment where employees work together, support one another, and share responsibilities, thereby enhancing overall employee performance (AlArafat & Doblas, 2022). High productivity and improved work quality are more likely to occur when employees operate within a supportive team atmosphere. Furthermore, the ability of employees to exchange knowledge, skills, and experiences within a collaborative team enhances work effectiveness and efficiency (Mughal & Iraqi, 2020). Effective teamwork also enables tasks to be completed more quickly due to synergy and the simultaneous resolution of problems. Therefore, it can be concluded that effective teamwork not only improves individual employee performance but also contributes significantly to the achievement of overall organizational objectives (Mendonça et al., 2021).

The Influence of Incentive Employee on Motivation Employee

Based on the results of hypothesis testing, it was found that employee incentives have a significant influence on employee motivation. Employee motivation within an organization is strongly influenced by the incentive system implemented (Persada & Nabella, 2023). Financial incentives such as bonuses, commissions, and salary increases, as well as non-financial incentives including rewards, recognition, and opportunities for professional growth, play an important role in enhancing employee motivation. Employees are more motivated to perform their tasks when they feel appreciated and recognized for their contributions. As a result, employees tend to work in a highly motivated and competitive environment (Alkandi et al., 2022). Therefore, it can be concluded that organizations can enhance employee motivation leading to greater enthusiasm and work engagement by providing fair and adequate incentives (Ali and Anwar, 2021).

The Influence of Customer Relationship Management on Motivation Employee

Based on the results of hypothesis testing, it was found that Customer Relationship Management (CRM) has a significant influence on employee motivation. Employee motivation within an organization is strongly affected by the effectiveness of CRM practices (Acheampong et al., 2023). By providing the necessary tools and information to better understand and serve customers, CRM enhances employees' self-confidence and competence in performing their assigned tasks. Easy access to customer data enables staff members to deliver higher-quality services, thereby increasing customer satisfaction and loyalty (Jafri et al., 2023). Employees become more motivated to perform their duties when they observe positive outcomes from their efforts, such as improved customer satisfaction and the achievement of sales targets. In addition, CRM streamlines work processes and reduces administrative burdens, allowing employees to focus more on core tasks and thus strengthening their work motivation. According to Deb et al. (2023), successful CRM implementation not only improves operational effectiveness but also inspires and motivates employees.

The Influence of Teamwork on Motivation Employee

Based on the results of hypothesis testing, it was found that teamwork has a significant influence on employee motivation. Employee motivation within an organization is strongly influenced by effective team collaboration (Kapur, 2023). Employees who work in well-coordinated teams tend to feel a stronger sense of

belonging to the organization, which enhances their motivation to perform their tasks. Effective teamwork enables the allocation of tasks according to individual talents and abilities, thereby increasing employees' self-esteem and motivating them to perform at their best (Dutta & Rangnekar, 2023). In addition, emotional support from colleagues helps employees overcome challenges and reduce work-related stress, which positively influences their motivation. Thus, effective teamwork fosters a dynamic and positive work environment that enhances both employee motivation and productivity (Sokoloff et al., 2023).

The Influence of Motivation Employee on Performance Employee

Based on the results of hypothesis testing, it was found that employee motivation does not have a significant influence on employee performance. Employee performance is influenced by various factors, including external factors that cannot be controlled solely through motivation. For example, the availability of adequate resources, managerial support, and a conducive work environment play crucial roles in determining how effectively employees can perform their tasks. Without such support, even highly motivated employees may not be able to achieve optimal performance. Individual differences among employees may also affect the relationship between motivation and performance. Employees with higher levels of skills and competencies may not require the same level of external motivation as those with lower skill levels to achieve high performance. Conversely, employees who lack sufficient skills or experience may not be able to significantly improve their performance even when they are highly motivated. Furthermore, intrinsic and extrinsic motivation may produce different outcomes in relation to employee performance. Extrinsic motivation, such as bonuses and incentives, may only provide short-term encouragement and may not lead to sustainable performance improvement. In contrast, intrinsic motivation, such as a sense of personal achievement and job satisfaction requires a more complex approach and cannot always be achieved through simple organizational policies.

The Influence Incentive Employees , Customer Relationship Management and Teamwork on Performance Employee Mediated by Motivation Employe

Based on the results of hypothesis testing, it was found that employee incentives, Customer Relationship Management (CRM), and teamwork have a significant influence on employee performance through the mediation of employee motivation. When employee motivation functions as a mediating variable, the effects of teamwork, CRM, and incentives on employee performance become more pronounced (Arifuddin et al., 2021). According to Anwar and Abrar (2023), appropriate incentive systems enhance motivation by rewarding effort and achievement, thereby encouraging employees to work more efficiently and diligently. In addition, CRM provides a mechanism for improving individual performance by streamlining customer interactions, which increases employees' self-confidence and job satisfaction (Jafri et al., 2023). Meanwhile, effective teamwork fosters a cooperative and supportive work environment in which employees feel encouraged and motivated to complete their tasks (Dutta & Rangnekar, 2023). Employees with higher levels of motivation are more likely to perform better, produce higher output, and demonstrate greater work engagement. Therefore, employee performance can be substantially improved through the combined effects of incentives, CRM, and teamwork, as these factors collectively enhance employee motivation.

CONCLUSIONS AND PRACTICAL IMPLICATION

CONCLUSIONS

Based on results on this research conducted can concluded results study is as following , Incentives employee influential significant on employee performance, Customer Relationship Management has an influence significant on employee performance, Teamwork has an influence significant on employee performance, incentives employee influential significant to motivation employees, Customer Relationship Management has an impact significant to motivation employees, Teamwork is influential significant to motivation employees, motivation Employee No influential significant on Employee Performance, Incentives employees, customer relationship management and teamwork together influential significant on employee performance mediated by motivation employee.

IMPLICATIONS

For the incentive variable, the statement with the lowest mean score was "I receive wages in accordance with my working hours," with a mean value of 3.615 and a standard deviation of 1.003. This indicates that although employees generally agree with the statement, there is a relatively high variation in perceptions among respondents. This finding suggests that PT. Danadipa Agra Mitra needs to conduct a comprehensive evaluation of its existing payroll system to ensure that wages are truly aligned with recorded working hours. Greater transparency in wage calculation is required by providing clear explanations to employees regarding how their wages are determined and which factors influence the calculation. In addition, the company should implement a more accurate and automated time-recording system to minimize potential errors in wage calculation. These measures are expected to enhance employee's perceptions of fairness and appreciation with respect to compensation.

Regarding the Customer Relationship Management (CRM) variable, the statement with the lowest mean score was "PT. Danadipa Agra Mitra has an FAQ for customers," with a mean value of 3.731 and a standard deviation of 0.963. This result indicates that many customers perceive the company's FAQ facilities as inadequate. Therefore, PT. Danadipa Agra Mitra should develop and enhance an FAQ section on its official website that addresses frequently asked customer questions. This FAQ should be easily accessible and regularly updated. Furthermore, the company should conduct customer education campaigns through email or social media to increase awareness of the FAQ and how to use it effectively. Conducting customer surveys or soliciting feedback is also important to ensure that the FAQ content is comprehensive and effectively addresses customers needs, thereby improving overall customer satisfaction.

For the teamwork variable, the statement with the lowest mean score was "PT. Danadipa Agra Mitra involves team members with problem-solving skills to make quick decisions effectively," with a mean value of 3.731 and a standard deviation of 0.901. This finding suggests that although respondents generally agree with the statement, there remains room for improvement in involving team members who possess strong problem-solving capabilities. PT. Danadipa Agra Mitra should conduct specialized training programs focused on problem-solving techniques and rapid decision-making skills to enhance employees' competencies in critical situations. In addition, the company should encourage collaboration among team members through regular brainstorming sessions or structured discussions aimed at identifying problems and jointly developing solutions. Establishing a feedback system that allows employees to propose ideas and solutions, as well as providing recognition for effective contributions, can further strengthen problem-solving capabilities and overall team effectiveness.

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