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The article is published with Open Access at: <http://e-journal.unipma.ac.id/index.php/capital/index>**THE INFLUENCE OF WORK DISCIPLINE, JOB TRAINING
AND INCENTIVES ON EMPLOYEE PERFORMANCE****Muhammad Rizqi Zati**^{1*}, Universitas Samudra, rizqi_zati@unsam.ac.id**Syardiansah**², Universitas Samudra, syardiansah@unsam.ac.id**Juliana Dewi Sri Wahyuni**³, Universitas Samudra, dewi.juliana99@gmail.com

Abstract: *This study sought to ascertain how incentives, job training, and work discipline affected the performance of PERUMDA Water Drinking Tirta Tamiang staff. 43 PERUMDA Water Drinking Tirta Tamiang permanent employees form the saturated sample for this study. Multiple linear regression analysis and the traditional assumption test were utilized in the data analysis approach. The coefficient of determination test, t test, and F test were then employed as a proof of hypothesis. According to the results of the coefficient of determination test, 59.2% of the performance factors of the PERUMDA Air Drinking Tirta Tamiang employees may be explained by work discipline, job training, and incentives, while 40.8% can be impacted by other variables not included in this study. The outcomes of the The t-test results demonstrate that work discipline, job training, and incentives all significantly affect how well PERUMDA Water Drinking Tirta Tamiang personnel perform. The f test results show that incentives, job training, and work discipline all have a major impact on how well employees perform at PERUMDA Water Drinking Tirta Tamiang.*

Keywords: *Work Discipline; Job Training; Incentives; Performance.*

Abstrak: Penelitian ini bertujuan untuk mengetahui bagaimana pengaruh disiplin kerja, pelatihan kerja, dan insentif terhadap kinerja pegawai PERUMDA Air Minum Tirta Tamiang. 43 pegawai tetap PERUMDA Air Minum Tirta Tamiang merupakan sampel jenuh untuk penelitian ini. Analisis regresi linier berganda dan uji asumsi klasik digunakan dalam pendekatan analisis data. Uji koefisien determinasi, uji t, dan uji F digunakan sebagai pembuktian hipotesis. Berdasarkan hasil uji koefisien determinasi, 59,2% faktor kinerja pegawai PERUMDA Air Minum Tirta Tamiang dapat dijelaskan oleh disiplin kerja, pelatihan kerja, dan insentif, sedangkan 40,8% dapat dipengaruhi oleh variabel lain yang tidak termasuk dalam penelitian ini. Hasil uji t menunjukkan bahwa disiplin kerja, pelatihan kerja, dan insentif secara signifikan mempengaruhi kinerja pegawai PERUMDA Air Minum Tirta Tamiang. Hasil uji f menunjukkan bahwa disiplin kerja, pelatihan kerja, dan insentif secara simultan berpengaruh terhadap kinerja pegawai PERUMDA Air Minum Tirta Tamiang.

Kata Kunci: Disiplin Kerja; Pelatihan Kerja; Insentif; Kinerja

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INTRODUCTION

Organizations and agencies must have competent human resources. An organization is a forum consisting of human elements who work together for the common good to achieve company goals. Every organization must also have various provisions that must be complied with by every employee. PERUMDA Tirta Tamiang Drinking Water, which is a regional company as a means of providing clean water for the Aceh Tamiang region. The establishment of PERUMDA Tirta Tamiang Drinking Water aims to be a provider of drinking water that meets the basic needs of the community, health quality requirements, provides benefits by addressing social problems and community needs, and contributes to Regional Original Income (PAD) for the government. Employees are part of the factors in achieving the success of company goals, because they are directly involved in all tasks.

According to Kepi, Sri and Lukmanul (2020), employee performance holds a very important position or function in a company because performance is part of the final result of an employee's performance stage in carrying out their obligations. Carrying out proper tasks requires excellent performance and professionalism from each employee to bring satisfactory results to the company. The term performance comes from the English word, performance. Performance is a person's success that has been achieved in an organization which is carried out in accordance with the responsibilities of each individual which is carried out in accordance with the rules. Performance is defined as achieving results in certain jobs and activities within a certain period of time. (Sopia and Sangadji, 2018).

Performance improvement can be influenced by work discipline, job training and incentives. According to (Wahjono, 2015) work discipline is the attitude of a person who has the awareness to obey all the regulations set by an organization, whether they are written or not, as an effort to create an orderly atmosphere. Discipline is obedience and adherence to values that are considered to include specific tasks that are their responsibility. Discipline has a significant influence on employee performance, this is proven by research by Syardiansah and Utami (2019); Syardiansah and Rahman (2022). High discipline from each individual employee will ensure a company is maintained and can protect the quality of its employees according to research conducted by Samalua

and Ferdinand (2021). To support this, apart from the obedience and compliance attitude that every employee must have, the organization or company must provide training programs to encourage employees to work well and competently for the company.

Training aims to increase the knowledge and skills of each employee in order to improve company performance. Job training can also increase work motivation which will ultimately improve employee performance in achieving company goals, as research conducted by Chandra and Syardiansah (2021) shows that job training has a significant influence on employee motivation. According to (Veithzal, 2015) job training is a process that can directly change employee attitudes in achieving organizational goals. Job training is an employee development process that trains employees' skills and knowledge to work quickly and precisely to achieve company goals in improving employee performance. As in Denny's research, Moch. Judi, and, Gunawan (2014) stated that the way that can be used to develop the performance of each employee in a company is by holding a training program that can support the company's needs.

Apart from the two variable factors above, there are other variable factors that will influence performance, namely, providing incentives. If the incentives received by employees are not commensurate with the sacrifices they make at work, then employees will become less motivated in completing their work tasks and this will have a direct impact on company performance and the company's income. Incentives are part of compensation that must be given to increase employee satisfaction so that the performance achieved is better. Research conducted by Syardiansah, et al (2018); Syardiansah, et al (2022) show the results that compensation has a significant and positive influence on job satisfaction which will ultimately increase employee performance. Therefore, providing incentives must be managed well. According to Moehariono (2012), incentives are rewards or a form of remuneration or rewards to employees as a form of appreciation for all the achievements the company has received. The success of a company depends on the skills and expertise of quality employees. In research conducted by Merisa and Rinto (2020), the reason why providing incentives in companies is very important is because it can solve all problems in companies such as maintaining employee performance to remain high quality and resulting in increased organizational performance.

METHOD

The population and sample in this study were all permanent employees at PERUMDA Air Minum Tirta Tamiang, totaling 43 people. The data collection techniques for this research are interview, observation and questionnaire techniques. Meanwhile, the data analysis method used in this research is multiple linear regression analysis. The instrument used in this research was a questionnaire distributed to employees with a number of statements that had different weights according to a 1-7 Likert scale.

RESULT AND DISCUSSION

1. Validity Test

The following are the results of the questionnaire validity test which are presented in the following table:

Table 1 Result of Validity Test

Variable	Indicator	Statement	<i>Item Person Correlation</i>	r_{table}	Information
Work Discipline (X1)	1. Responsibility	1	0,531	0,361	Valid
		2	0,608	0,361	Valid
		3	0,580	0,361	Valid
	2. Initiative	4	0,456	0,361	Valid
		5	0,518	0,361	Valid
		6	0,652	0,361	Valid
	3. Cooperation	7	0,709	0,361	Valid
		8	0,657	0,361	Valid
		9	0,421	0,361	Valid
	4. Obedience	10	0,507	0,361	Valid
		11	0,607	0,361	Valid
		12	0,612	0,361	Valid
Work Training	1. Instructor	1	0,627	0,361	Valid
		2	0,639	0,361	Valid

(X2)		3	0,369	0,361	Valid
	2. Participant	4	0,445	0,361	Valid
		5	0,628	0,361	Valid
		6	0,597	0,361	Valid
		7	0,570	0,361	Valid
	3. Method	8	0,606	0,361	Valid
		9	0,682	0,361	Valid
		10	0,695	0,361	Valid
	4. Material	11	0,771	0,361	Valid
		12	0,517	0,361	Valid
		13	0,504	0,361	Valid
	5. Purpose	14	0,455	0,361	Valid
		15	0,349	0,361	Tidak Valid
		16	0,349	0,361	Tidak Valid
	Incentive (X3)	1. Performance	1	0,475	0,361
2			0,365	0,361	Valid
3			0,385	0,361	Valid
2. Years of service		4	0,369	0,361	Valid
		5	0,454	0,361	Valid
		6	0,519	0,361	Valid
3. Seniority		7	0,425	0,361	Valid
		8	0,333	0,361	Tidak Valid
		9	0,380	0,361	Valid
4. Need		10	0,382	0,361	Valid
		11	0,468	0,361	Valid
		12	0,139	0,361	Tidak Valid
5. Fairness dan fairness		13	0,318	0,361	Tidak Valid
		14	0,452	0,361	Valid
		15	0,445	0,361	Valid
6. Job Evaluation		16	0,458	0,361	Valid
		17	0,479	0,361	Valid

		18	0,641	0,361	Valid
Performan ce (Y)	1. Quality	1	0,472	0,361	Valid
		2	0,380	0,361	Valid
		3	0,416	0,361	Valid
	2. Quantity	4	0,396	0,361	Valid
		5	0,553	0,361	Valid
		6	0,747	0,361	Valid
	3. Punctuality	7	0,657	0,361	Valid
		8	0,700	0,361	Valid
		9	0,727	0,361	Valid
	4. Effectiveness	10	0,671	0,361	Valid
		11	0,614	0,361	Valid
		12	0,581	0,361	Valid
	5. Independence	13	0,556	0,361	Valid
		14	0,701	0,361	Valid
		15	0,385	0,361	Valid

Source: primary data is processed (2022)

2. Reliability Test

Below are shown the results of the reliability test on the research questionnaire.

Test results are displayed in table 2 below:

Table 2 Result of Reliability Test

Variable	<i>Cronbach's Alpha</i>	Keterangan
Work Discipline	0,809	Reliabel
Work Training	0,846	Reliabel
Incentive	0,722	Reliabel
Performance	0,852	Reliabel

Source: primary data is processed (2022)

3. Normality Test

As can be seen in Figure 1, the output chart display shows a data distribution pattern that is spread out and according to diagonal lines. The image below shows that the proposed research model meets the normality assumption.

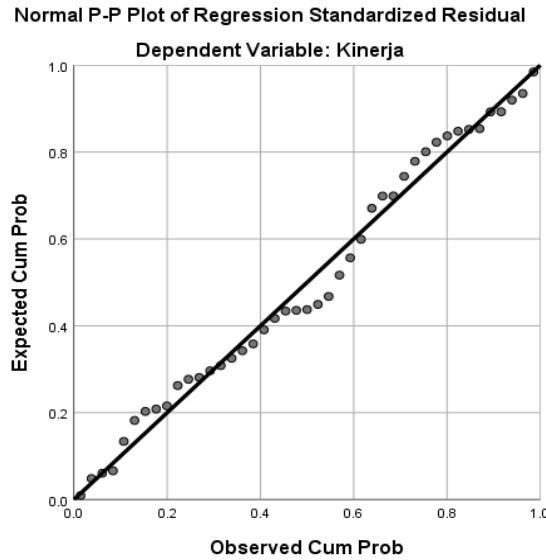


Figure 1. Normal P-Plot
 Source: primary data is processed (2022)

4. Multicollinearity Test

Multicollinearity by looking at the VIF (Variance Inflation Factor) value. If the Tolerance value is > 0.10 and the VIF value is < 10 , it can be concluded that multicollinearity does not occur.

Table 3 Result of Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Discipline	.994	1.006
	Work Training	.939	1.065
	Incentive	.943	1.061

Source: primary data is processed (2022)

5. Heteroscedasticity Test

The heteroscedasticity test will use the scatterplot distribution graph method on the SPSS output. No clear pattern was produced and the results were scattered spots, meaning heteroscedasticity did not occur. In Figure 2, it can be seen that the scatterplot has no pattern because the resulting points are randomly distributed on the 0 axis on the Y axis. Based on the results, the scatterplot does not produce symptoms of heteroscedasticity.

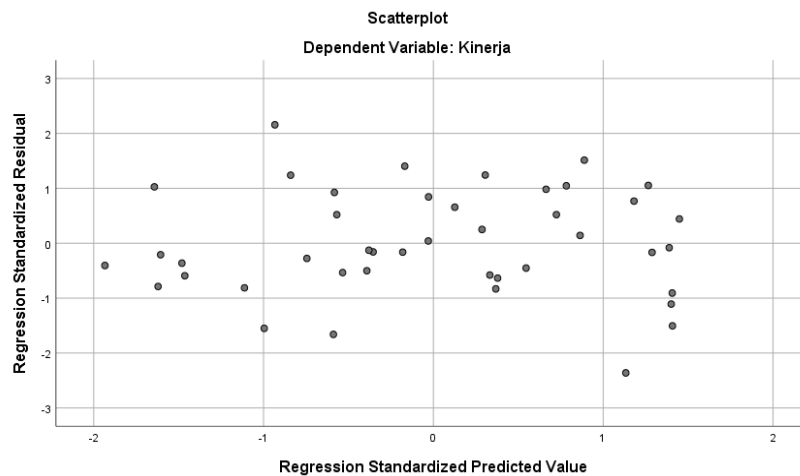


Figure 2. Result of Heteroscedasticity Test

Source: primary data is processed (2022)

6. Uji Regresi Linear Berganda

Table 4 Multiple Linear Regression Test Result

Model		Unstandardized Coefficients		
		B	t	Sig.
1	(Constant)	1.302	1.387	.173
	Work Discipline	.213	2.335	.025
	Work Training	.560	3.393	.002
	Incentive	.459	5.721	.000

Source: primary data is processed (2022)

You can see the results in table 4 above, you get a multiple linear regression equation which can be written:

$$Y = 1,302 + 0,213X_1 + 0,560X_2 + 0,459X_3$$

From the resulting multiple linear regression equation, each value will be explained, namely:

1. A positive constant value, namely 1.302, means that discipline, job training and incentives are equal to 0 or have a constant (fixed) value.
2. The regression coefficient value of the discipline variable (X1) is 0.213, it can be stated that discipline has a positive effect on performance, if discipline increases it will cause an increase in employee performance with a value of 0.213 units assuming the job training and incentive variables are constant.
3. The job training regression coefficient score (X2) is 0.560, it can be stated that job training has a positive effect on employee performance, if job training increases it will have an impact on increasing the performance of PERUMDA Tirta Tamiang Drinking Water employees worth 0.560 units with the assumption of work discipline variables and valuable incentives constant.
4. The incentive regression coefficient score (X3) is 0.459, it can be stated that incentives have a positive influence on employee performance, if the incentive increases by one unit, it will have an impact on increasing the performance of PERUMDA Air Minum Tirta Tamiang employees with a value of 0.459 assuming variables work discipline and job training are of constant value.

The coefficient of determination (R²) is carried out, namely to estimate the magnitude of the influence of the independent variable on the dependent variable. As seen in table 3, the R² value is 0.592. This means that 59.2% of the variables of discipline, job training and incentives influence employee performance. Meanwhile, the remaining 40.8% is influenced by other variables outside this study. These results are consistent with research conducted by Risky, Nurul and, Achmad (2019)

Table 5 Coefficient of Determination Test Result

Model	R	Adjusted R Square
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1	.788 ^a	.592
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Source: primary data is processed (2022)

7. t test (Partial Significant Test)

An explanation of the t test results is in table 4 above:

a.

he results of the significance value for work discipline are $0.025 < 0.05$, so the first hypothesis is accepted, meaning that work discipline has a significant effect on employee performance.

b.

he results of the significance value of job training, the tsig value is $0.002 < 0.05$, so the second hypothesis is accepted, meaning that job training has a significant effect on employee performance.

c.

he results of the incentive significance value are $0.000 < 0.05$, so the third hypothesis is accepted, meaning incentives have a significant effect on employee performance.

8. F test (Simultaneous Significant Test)

The F test results obtained are shown in table 6, namely:

Table 6. F test Result

Model		F	Sig.
1	<i>Regression</i>	21.279	.000 ^b
	<i>Residual</i>		
	Total		

Source: primary data is processed (2022)

From the results of table 6, the F sig value is ($0.000 < 0.05$) so that the fourth hypothesis is accepted. All the independent variables in the research model have an effect on the performance of PERUMDA Tirta Tamiang Drinking Water employees. In this way, the hypothesis in this research can be accepted and proven to be true.

The Effect of Work Discipline on Employee Performance.

From research conducted, work discipline influences employee performance at the Tirta Tamiang Drinking Water PERUMDA office. Increasing the work discipline of each individual will result in a significant increase in employee performance. The results of this research are consistent with Hermawati (2020) who shows that work discipline has a significant effect on employee performance. The results of this research are also supported by research from Roby and Yogi (2021) which suggests that work discipline influences employee performance. In order for good work results, employees must work well too, one good way of working is to maintain high work discipline.

The Effect of Job Training on Employee Performance.

Based on research results, it was found that training had a significant effect on employee performance at PERUMDA Tirta Tamiang Drinking Water. Having job training for employees will affect employee performance in a company. In accordance with the research results of Yohanes, Hendra, Janjte (2016) which shows that job training has a significant effect on employee performance. The results of this research are also supported by research from Apip and Mamun (2016) which suggests that job training has an effect on employee performance. If job training is provided evenly by all employees, it will increase the abilities and skills of each employee, which means the performance obtained will also increase.

The Effect of Incentives on Employee Performance.

Based on research, it was found that incentives have a significant effect on the performance of PERUMDA Air Minum Tirta Tamiang employees. Providing incentives by the company to each employee will encourage employee morale. The results of this research are in accordance with Nur's (2017) research which shows that incentives have a significant effect on employee performance. Also supported by research by Karnelis and Krisniawati (2019) which states that incentives influence employee performance. If employees receive incentives that are not in accordance with their wishes and are not commensurate with their sacrifices, the employees will feel lazy and less enthusiastic, in the end the employees will work as they please and produce low performance. Vice

versa, if the incentives given are in accordance with the sacrifices of each employee, they will feel motivated and can improve their performance.

The Influence of Work Discipline, Job Training and Incentives on Employee Performance.

Based on the research results, it shows that work discipline, job training and incentives have a significant influence on the performance of PERUMDA Air Minum Tirta Tamiang employees. In this research, work discipline, job training and incentives tend to influence each other. Employees who have high discipline and participate in training according to their job duties and are encouraged by sufficient incentives will produce good performance. On the other hand, if employees lack high discipline and lack of training provided and do not receive appropriate incentives, this will cause a decline in performance.

CONCLUSION

The results of the t test show that the variables of discipline, job training and incentives have a significant effect on the performance of PERUMDA Air Minum Tirta Tamiang employees. The results of the F test show simultaneously that the variables of work discipline, work training and incentives have a significant effect on the performance of PERUMDA Air Minum Tirta Tamiang employees. Based on the results of testing the coefficient of determination (R²), an R Square value of 59.2% was obtained. This means that the variables of work discipline, work training and incentives influence the performance of PERUMDA Air Minum Tirta Tamiang employees. Meanwhile, the remaining 40.8% is influenced by other variables such as work motivation.

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