

The Effect of Training, Work Discipline and Incentives on Employee Performance of PT. Pamapersada Nusantara

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Abstract

PT. Pamapersada Nusantara's performance is still below target due to the low quality of work results in terms of production achievements caused by inappropriate work implementation and risk assessment of hazards due to work supervision. This non-achievement is the result of the impact of training, which is still not effective. Employees are still found who violate work discipline rules. Which ultimately results in a lack of acceptance of employee incentives. The data analysis technique used in this research is multiple linear regression analysis, which aims to see the magnitude of the influence of work discipline training and incentives on the performance of PT Pamapersada Nusantara East Kalimantan employees. The research results showed that training, work discipline and incentives had a significant effect of 53.70% on employee performance. Meanwhile, the remaining 46.30% is influenced by other factors including motivation, competence, work environment and company culture outside this discussion.

Keywords: Training, Work Discipline, Incentives, Employee Performance.

How to Cite

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1. Introduction

Human resource management is a set of organizational activities geared towards attracting, developing, and retaining an effective workforce. Managers have a big role in directing the people in the organization to achieve the expected goals, including thinking about how to have Human Resource Management (HRM) and the company also needs it to be able to work effectively and efficiently. Indeed, it is the general goal of the MSDM section to be able to provide maximum job satisfaction to the company's management which is further able to influence the company value both in the short and long term. Meanwhile, according to Bintoro and Daryanto (2017:15) stated that Human Resource Management is a science or way of managing the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the common goals of the company, employees

and the community are maximized. Employee performance is indispensable to realize the company's vision and mission. By managing human resources well, it will be able to encourage employees to make a positive contribution to the company's productivity. Good employee performance will help to meet the company's targets.

According to Kasmir (2019:182) performance is the result of work and actions achieved by fulfilling the tasks and responsibilities given within a certain period of time, while according to Afandi (2021:83–84) performance is the willingness of a person or group of people to carry out or improve activities in accordance with their responsibilities with expected results. There are several indicators that can be used in performance appraisals according to Kasmir (2019:208–209). First, Quality (Quality) is Performance measurement can be done by looking at the quality (quality) of work produced by a certain process. Second, Quantity, which is to measure performance, can also be done by looking at the quantity (quantity) produced by a person. Third is Time, that is, for certain types of work, there is a deadline for completing the work. In case of violation or non-compliance with deadlines, it can be assumed that the performance is not good and vice versa. The fourth is Punctuality, where activities can be completed or target results can be achieved within a specified period of time. The factors that affect performance include Training, Discipline and Incentives.

Training according to Mondy in Larasati (2018:111) is something that aims to improve short-term performance in certain jobs (positions) currently occupied by increasing the competence (knowledge and skills) of employees. This means that training for employees is very important to be carried out continuously so that the company can obtain qualified employees who are able to carry out their work well and can also increase the level of employee discipline in order to achieve company goals. Training for employees is also a process of teaching certain knowledge and skills as well as attitudes so that employees are more disciplined in carrying out their responsibilities well. Training refers to the development of work skills that can be used immediately. Work Discipline according to Sinambela (2018: 335) is the awareness and willingness of employees to obey all applicable organizational regulations and social norms, thus work discipline is also a tool used by leaders to communicate with employees so that they are willing to change their behavior, follow and obey the Company's regulations and implement them. Meanwhile, another opinion states that work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee steadfastness in achieving the goals of the company/organization Agustini (2019: 89). It can be concluded that work discipline is a person's attitude and behavior in accordance with the expectations of the company. In addition, work discipline also helps employees to learn to be responsible and control their work results in order to get incentive work results in return for services from the company. According to Sopiah and Sangadji (2018: 365) Incentives are direct rewards paid to employees because their performance exceeds the specified standards. Assuming that money can be used to encourage employees to work even harder, then those who are productive prefer their salaries to be paid based on their performance. Meanwhile, according to Larasati (2018: 99) Incentives are awards given to motivate workers so that their work productivity is high, not fixed or at any time.

Several studies on the variables of Training, Work Discipline and Incentives have been carried out previously, including by Rachmaniah (2020) and Antika (2023) where the results of the research show that work discipline affects the performance of employees, but on the other hand, research conducted by Orlando (2018) and Irawan, Kusjono and Suprianto (2021) showed that work discipline had no effect on employee performance. Research conducted by

Budiman (2016), Atawirudi, Firdaus and Rachmatullailay research (2020) and Hayati (2021) showed that training had a significant effect on employee performance while research conducted by S. Wicaksono (2019) and Prasetya, Faizal and Choirunnisak (2021) showed different results that training did not have a significant effect on employee performance. and research by Novrizal, Hendriani And Syapsan (2024) which states that there is an influence but not significant on employee performance at PT. Telkom Witel Ridar. Research conducted by Nasib and Martin (2018), Paramananda and Purba (2021) the results of the study showed that incentives had an effect on the performance of employees of PT. Bumi Resource Tbk, while research conducted by Zuswana (2021) showed that incentives had no effect on the performance of employees. This made the research gap in this study.

2. Literature Review

2.1 Performance

Performance is very important for the progress of an organization or company, the higher the performance of employees, the easier it will be for the organization to achieve organizational goals (Kusjono & Ratnasari, 2019: 111). Arifin et al (2019: 72) argue that employee performance is the result of work that has been achieved by a group of employees in accordance with the duties and obligations given to them. Activities or work processes that are in accordance with the ability to obtain the desired success are the definition of employee performance (Saripuddin & Handayani, 2017: 30). Rachmawati (2017: 26) argues that performance is the real behavior shown by employees as work achievements produced by employees in accordance with their role in an organization. Based on some of these opinions, it can be concluded that employee performance is the result of the work of individuals or a group of organizations that are run in accordance with the provisions that have been set by the organization to achieve the goals expected by the organization.

Factors that affect performance

Organizational leaders are well aware of the difference in performance between one employee and another. Even though the employee works in the same place, they still have different performance. According to Rismawati (2020: 89), the factors that affect performance are as follows: 1). Ability, 2). Motivation, 3). Support 4). Existence of work 5). Relationship with the organization, 6). Discipline 7). Training 8). Incentive. From the opinion of this theory, it can be concluded that employee performance is influenced by training, work discipline and incentives.

Performance Indicators

Mangkunegara (2018:75) 1). Quality of Work, 2). Quantity of Work, 3). Implementation of Duties, 4). Responsibility, while according to Afandi (2018:89) which are included in the indicators of employee performance are: 1). Quantity of work results, 2). Quality of work results, 3). Efficiency in carrying out tasks, 4). Initiative, 5) Thoroughness, 6). Leadership, 7) Honesty, 8). Creativity.

2.2 Training

According to Larasati (2018: 110), training is a short-term education that uses systematic and organized procedures so that non-managerial workers learn technical knowledge and skills for a specific purpose. According to Simamora in Larasati (2018: 111), stated that the training was directed to help employees perform their current jobs better, and according to Mondy also in

Larasati (2018: 111), stated that training aims to improve short-term performance in certain jobs (positions) currently occupied by improving the competencies (knowledge and skills) of employees.

From the opinions of several experts, it can be concluded that training is a process to acquire skills regarding work, through a series of systematic procedures or carried out by an expert who aims to improve the results of job skills and knowledge to employees.

Training Indicators

In order for the training program to succeed well and improve the employability of employees, the training must be carried out in the right ways and must consider several training indicators. Mangkunegara (2018: 216) mentioned the training indicators including: 1). Type of Training, 2). Training Objectives 3). Training materials 4). Training method 5). Participant Qualifications.

2.3 Work Discipline

According to Singodimedjo (2019:86), work discipline is an attitude of willingness and willingness of employees to comply and obey the norms that apply around them and employee discipline greatly affects the goals of the agency. Sinambela (2018:335) states that work discipline is the awareness and willingness of employees to obey all applicable organizational regulations and social norms, thus work discipline is also a tool used by leaders to communicate with employees so that they are willing to change their behavior, follow and obey the Company's regulations and implement them.

According to Afandi (2018: 11) Work discipline is a code of conduct or regulation made by the management of an organization, ratified by the board of commissioners or capital owners, agreed upon by the labor union and known by the Manpower Office, and then people who are members of the organization are subject to the existing rules with a sense of pleasure, so that they are created and formed through a process and a series of behaviors that show the values of obedience, compliance, order, and order. Because it has become one with him, the attitude or action that is done is no longer or not felt as a burden at all, and even on the contrary will burden him if he does not act as usual.

It can be concluded that work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee steadfastness in achieving the company/organization's goals.

Work Discipline Indicators

According to Agustini (2019: 104) the indicators of discipline are as follows: 1). Attendance level, 2). Work procedures, 3). Obedience to superiors, 4). Awareness at work, 5). Responsibility

2.4 Incentive

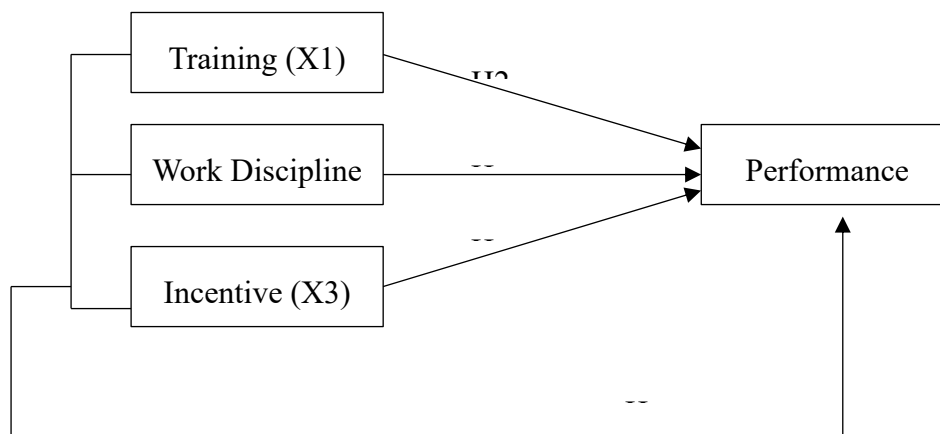
According to Sopiah and Sangadji (2018: 365) Incentives are direct rewards paid to employees because their performance exceeds the specified standards. Assuming that money can be used to motivate employees to work even harder, productive people prefer to be paid based on their performance. Meanwhile, according to Sri Larasati (2018: 99) Incentives are awards given to motivate workers so that their work productivity is high, not fixed or at any time. According to Suwatno (2017: 234) Incentives are something that stimulates interest in working. This

understanding is a good opinion if applied to an organization, because the performance and productivity of the organization will increase due to employees who work optimally. So it can be concluded that incentives are rewards beyond the salary given to employees who have high work performance or work above the standards that have been determined by the organization as a reward for services or in other words the incentives paid to each employee must be in accordance with the results of work performance based on the principle of fairness and decency and meet their needs, So that employees feel satisfied with the remuneration provided by the organization, with the form of rewards given in the form of finance or money so that they can improve the welfare of themselves and their families for the results of an employee's work.

Incentive Indicators

According to Hasibuan (2016: 184) the incentive indicators are: 1). Social security, 2). Bonuses, 3). Promotions, 4). Promotions

2.5 Framework of Thought



Picture 1 Framework of Thought
Source: Author's Thoughts (2023).

3. Research Methodology

The approach used in this study is an associative approach with causal relationships and aims to prove. The associative approach is an approach that asks about the relationship between two or more variables (Sugiyono, 2019: 51). In this case, it asks about the relationship between discipline training, incentives for employee performance and is grouped into causal research, causal research where there are independent variables and dependent variables (Sugiyono, 2019: 52). Where this study aims to see the influence of training, work discipline and incentives on employee performance. This study aims to prove, which means that the data obtained is used to prove that there is doubt about information, theories, policies, and actions to employees at PT Pamapersada Nusantara.

Table 1. Variable Operationalization

Research Variables	Variable Definition	Indicators
Performance (Y)	It is the result of the work of the company PT Pamapersada Nusantara in terms of quality, quantity, efficiency and initiative of the work function during a certain period of time produced by an employee in order to achieve the goals set by the mining company.	Quality of work Work quantity Work efficiency Initiative
Training (X1)	It is an overall activity to provide training to employees to obtain the objectives of the training in order to improve, as well as develop training methods and practices to increase productivity, attitude and work ethic at PT Pamapersada Nusantara at a certain level of skill and expertise in accordance with the level and qualifications of the position or job.	Training Objectives Training Materials Training Methods Participant Qualifications
Work Discipline (X2)	It is the awareness and willingness of PT Pamapersada Nusantara employees to carry out and obey the company's way of working and not violate the norms that apply regularly, diligently and continuously.	Attendance Level Obedience Work Procedures to Superiors Effective Use of Time
Incentive (X3)	It is a form of compensation given by the company PT Pamapersada Nusantara to employees as a reward for their hard work to achieve targets while working.	Bonuses Awarding advancement Promotion

Source: The Authors thoughts (2023).

According to Sugiyono (2019:81), the sample is part of the number and characteristics possessed by the population. The sampling technique in this study uses cluster sampling. Cluster random sampling is a regional sampling technique used to determine the sample if the object to be studied is very wide, for example the population of a country, province or district. The number of employee samples in this study is calculated from the total population of 1574 employees using the Slovin formula as follows:

$$n = \frac{N}{1 + Ne^2} n$$

n is the sample size, N = population size, e= error rate in percent or tolerance for inaccuracy in determining the number of employees. From the Slovin Formula above with an error rate of 5%, the number of employees is obtained as follows:

$$n = \frac{1574}{1 + 1574 (5 \%)^2} = 319 \text{ Employee}$$

To measure the accuracy (validity) and reliability (reliability) of a questionnaire data, a research measurement tool is needed. The research measuring tool must be carried out with several tests, namely: validity test, reliability test, hypothesis test, T statistical test, and statistical test F. Analysis technique is a method or model of analysis technique used to test the relationship or chance between independent and dependent variables. The data analysis technique used is multiple regression. Multiple regression is a solution if the independent variable (predictor variable) is more than one (Muhyiddin et al., 2017). Multiple regression to measure the relationship between the independent variables of Training, Work Discipline and Incentives, against the dependent variable of Employee Performance (Y).

$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$, where

Y = Employee Performance

a = Konstanta

$b_1 b_2 b_3$ = Koefisien Regresi Variabel $X_1 X_2 X_3$

X_1 = Training

X_2 = Work Discipline

X_3 = Incentive

e = Error Term

Multiple Linear Regression Analysis is used to predict how the value of the dependent variable changes when the value of the independent variable is increased/decreased (Sugiyono, 2019). Next, a determination coefficient test (adjusted R^2) is needed. According to Ghazali (2016), the determination coefficient test is applied to measure the model's ability to describe the variation of the bound variable. The value of the determination coefficient is in the range of zero (0) and (1), the high number shows the better the model is made and vice versa. In this research, the analysis of the determination coefficient was applied to see the ability of free variation, namely Training, Work Discipline and Incentives, to describe the variation of the bound variable, namely Employee Performance.

4. Research Results and Discussion

4.1 Employee Characteristics

This research was conducted on employees of PT Pamapersada Nusantara in Bontang, East Kalimantan. The research was based on the results of distributing questionnaires to 319 employees, 304 men (95.3%) and 15 women (4.7%). The age characteristics of employees aged 18-25 years are 30.7%; 31.7% aged 26-35 years; age 36-45 years as much as 26.0%; and over 46 years old as much as 11.6%. The educational characteristics of SMK/SLTA employees were 77.1%, D1 was 0.3%, D3 was 13.5%, S1 was 8.8%, S2 was 0.3%. A Characteristics of 0-5 years of service are 26.0%, 6-15 years are 34.2%, 16-25 years are 29.5% and above 26 years 10.3%.

4.2. Data Analysis Results

4.2.1. Multiple Regression Analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables and dependent variables. This analysis can be used to see the influence of 1 or more independent variables on 1 related variable, where the independent variables are the Training

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(X1), Work Discipline (X2) and Incentive (X3) variables on the Employee Performance variable (Y). With the results of the SPSS test, there are test results in the following table:

Table 2 Multiple Regression Analysis Result

		Coefficients			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	1.430	.124		11.492
	Training	.129	.021	.231	6.034
	Discipline	.288	.021	.425	10.884
	Incentive	.297	.024	.480	12.288

- a. Dependent Variable : Performance
Source : Output Result, 2024.

In Table 2, the output value is obtained which explains the influence between independent and dependent variables, the output value is included in the equation of the Multiple Linear Regression Model, then the following results are obtained:

$$Y = 1,430 + 0,129 X1 + 0,228 X2 + 0,297 X3$$

From the multiple linear regression equation, it can be explained as follows:

1. The value of their constant (a)_i is 1.430. This means that if the value of Training, Discipline and Incentive is 0 (zero) then the Performance Level is worth 1,430
2. The value of the regression coefficient of their Training variables (b)₁ I was positive, i which was 0.129. This means that for every increase in Training by 1 (one) unit, the Performance will increase by 0.129 units assuming that other independent variables are fixed.
3. The value of the regression coefficient of the Discipline variable (b)₂ was positive, which was 0.228. This means that for every increase in Discipline by 1 (one) unit, the Performance will increase by 0.228 units assuming other independent variables remain. The value of the regression coefficient of the Discipline variable (b)₂ was positive, which was 0.228. This means that for every increase in Discipline by 1 (one) unit, the Performance will increase by 0.228 units assuming other independent variables remain.
4. The value of the regression coefficient of the Incentive variable (b)₃ is positive, which is 0.297. This means that for every increase in Incentives by 1 (one) unit, the Performance will increase by 0.297 units assuming other independent variables remain.

4.2.2. Simultaneous Test (Uji F)

Test F was carried out to determine the simultaneous influence of training, work discipline and incentives together on the performance of PT Pamapersada Nusantara employees. The results of the F test can be seen in the following table:

Table 3 Test F Result

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.192	3	3.731	121.876	.000 ^b
	Residual	9.642	315	.031		
	Total	20.834	318			

a. Dependent Variable: Performance

b. Predictors: (Constant), insentive, training, discipline

Source :

SPSS Output Result, 2024

Table 3 shows that the F value is calculated as 121.876, then with a significant value of F at the real level (α) of 5% or 0.05 and $df = n - k - 1 = 319 - 3 - 1 = 315$ so that the F value of the table is 2.633 so that the F calculation is $121.876 > \text{the table is } 2.633$ with a significant F of $0.000 < \alpha$ 0.05, then H_0 is rejected and H_a is accepted. This means that there is a significant influence together of the variables of Training, Work Discipline and Incentives on the Performance of Employees of PT. Pamapersada Nusantara.4.2.3. Uji Parsial (Uji t)

The analysis of the partial test or t-test was carried out to determine significantly the partial role between the independent variable and the dependent variable by assuming that other independent variables were considered constant with a significance level of 95%, the calculated t-value of each regression coefficient was then compared with the t-value of the table. The value of ttable with a real level (α) of 0.05, $db = n - k (319 - 2) = 317$ is 1.6496. The following are the results of the t-test in this study:

Table 4 Test t Result

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.430	.124		11.492	.000
	Training	.129	.021	.231	6.034	.000
	Discipline	.228	.021	.425	10.884	.000
	Incentive	.297	.024	.480	12.288	.000

a. Dependent Variable Performance

a. Dependent Variable Performance

Sumber : SPSS Output Result, 2024.

The results of the t-test in Table 4 can be explained as follows:

1. The t-test of the Training variable (b_1) obtained a tcount value of $6.034 > t \text{ table } 1.6496$ and a Sig t value of $0.000 < \alpha (0.05)$. So that H_0 is rejected and H_a is accepted, it means that there is a significant influence of the Training variable on the Employee Performance of PT Pamapersada Nusantara, East Kalimantan.
2. The t-test of the Discipline variable (b_2) obtained a t-count value of $10.884 > t \text{ table } 1.6496$ and a Sig t value of $0.000 < \alpha (0.05)$. So H_0 is rejected and H_a is accepted. This means that there is a significant influence of Work Discipline on the Employee

Performance of PT Pamapersada Nusantara, East Kalimantan.

3. The t-test of the Incentive variable (b_3) obtained a t-count value of $12.288 > t_{table}$ 1.6496 and a Sig t value of $0.000 < \alpha$ (0.05) so that H_0 was rejected and H_a was accepted. This means that there is a significant influence of the Incentive variable on the Employee Performance of PT Pamapersada Nusantara, East Kalimantan.

4.2.4. The Determination Coefficient (R^2)

The determination coefficient shows the extent to which the contribution of the free variable in the regression model is able to explain the variation of its bound variable. The coefficient of determination can be seen through the value of the R-square (R^2) in the Model Summary table. The following is a Summary Model of the Output Results of this research:

Tabel 5 Koefisien Determinasi

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.733 ^a	.537	.533	.17496

a. Predictors: (Constant), incentive, training, Discipline

Source : SPSS Output Result, 2024.

The R Square value of 0.537 means that the percentage contribution of the influence of the variables of Training, Work Discipline and Incentives on the performance of employees of PT. Pamapersada Nusantara East Kalimantan is 53.70%, while the remaining 46.30% is influenced by other variables that are not included in this study.

4.3. Discussion

4.3.1. The Effect of Training, Discipline and Incentives on Employee Performance of PT Pamapersada Nusantara

Based on the results of the simultaneous analysis, there is a significant influence of training, work discipline and incentives on the performance of PT Pamapersada Nusantara employees. This can also be interpreted that the things that must be considered to improve employee performance are by improving employee abilities and knowledge through training, improving employee discipline and employee incentive policies so that they can directly affect the achievement of employee performance.

This is in accordance with the theory put forward by Rismawati (2020:89) which states that performance can be influenced by Training, Employee Discipline and Incentive policies. This is very important so that employees can provide good results to the Company through high performance achievements.

The results of this study are in line with the research conducted by Hariyanto (2019) with research that resulted in the conclusion that training has a significant effect on the performance of PT Kaltim Prima Coal employees. Similar to the research conducted by Alpian (2019) where the results of the research prove that training has a significant effect on employee performance at PT Aneka Tambang.

The results of this study answer why the quality of work results is still low with the achievement

of 94.44% of the target is supported because there is still work carried out not in accordance with the work plan and the occurrence of operational obstacles whose risk assessment is still lacking in terms of work supervision. So it requires more resources than planned to complete it. In the end, it results in the level of employee work efficiency in carrying out their duties. Based on the findings of the study, 67.4% of employees stated that they strongly agree and agree with the statement that employees prioritize neatness and in doing every job, this shows that most employees strongly agree to prioritize neatness in doing work because a neat work environment will make conditions comfortable and improve performance in the place. A total of 66.1% of employees who stated that they strongly agreed in the statement Before starting work, employees first check the work plan, this shows that the majority of employees agree to do the work by first checking the work plan so that the work carried out on that day is in accordance with the plan that has been set. There were 6.9% of employees who stated that they strongly disagree and disagree with the statement of employees taking the initiative to convey creative ideas for efficiency in the process of carrying out work, this shows that there are still employees who do not dare to convey creative ideas because the employees are new employees and do not have the courage to convey improvements to their superiors. There were 5.6% who expressed their strong disagreement and disagreement with the statement of the employee taking the initiative to report to the boss if there are obstacles or risks of danger at work, this shows that there are employees who do not agree to report the danger condition to the boss because the employee is a new employee who has not dared to convey the risk of danger to his superior.

4.3.2. The Effect of Training on Employee Performance of PT Pamapersada Nusantara

The results of the analysis through hypothesis testing The t-test showed that partially the training had a significant effect on the performance of PT Pamapersada Nusantara employees. The influence of the slop is positive, this gives the understanding that training can train the physical level of employees, especially if it has to do with work, this gives the understanding that employees can maintain health stamina, especially physical training in doing work. This research is in line with Edwin B. Flippo (2018:111), which states that training is an effort to improve the knowledge and skills of an employee to implement certain work activities so as to produce qualified performance.

Employees must be able to train physically where they can know where their shortcomings are so that they can become an advantage to get better performance level results in the future in order to provide support for the work performance obtained. This research is in line with research conducted by Wahyu (2016) with the results of the study showing that training has a significant influence on employee performance.

Based on the findings of the research on the Training variable about the trainees according to their skill background, there were 61.9% of employees who answered yes and strongly agreed. This employee's answer shows that the training that has been carried out so far is felt by employees to be very in accordance with the knowledge needs of employees. As many as 61.8% of employees who stated that they strongly agreed and agreed with the statement about the training material in accordance with the needs, so that they were able to support the work done by the employees, this explained that the employees felt that the material provided during the training was in accordance with the needs to support the implementation of the work. However, there were 19.1% of employees who expressed their disagreement and disagreement with the statement about the complete material provided and could be easily understood by the

employee, this shows that at the time of the training the employee felt that the material provided was still incomplete and difficult for the employee to understand and 17.9% of the employees strongly disagreed and did not agree with the statement about the training material provided in accordance with the employee's skills and competencies in completing work in their field, this explains that what employees feel is that the training material provided is still not in accordance with the skills to complete work in their field.

4.3.3. The Effect of Discipline on Employee Performance of PT Pamapersada Nusantara

The results of the analysis show that there is a partial influence of the work environment on the performance of PT Pamapersada Nusantara employees. The influence is positive, which means that to improve work discipline, employees must carry out and take advantage of the set working hours such as not arriving late and not procrastinating on the work given.

This research is in line with the theory of Slamet (2017:112) work discipline is a person's ability to work regularly, diligently and work in accordance with the applicable standard operating procedures by not violating the applicable rules. Another opinion according to Rachman (2019:168) is that discipline is an effort to control the self of an individual or society in developing compliance and obedience to rules and regulations based on encouragement and awareness that arises from the heart of a worker.

The results of this study are in line with research conducted by Prasetya Budi, Abdul Aziz and Zulkifli (2020) who explained that the existence of work discipline is a quality that helps a person to achieve his target Without discipline, a person will have difficulty in achieving what he wants. Discipline helps a person to focus and stick to the plan that has been set, so that he can achieve the desired results which greatly affects the performance of employees.

Based on the findings of the research on the Discipline variable, there are 67.4% of employees who strongly agree and agree with the statement that employees have never been absent from work for no reason, this explains that employees have reflected the level of attendance at work, so if there is an absence, immediately report it to the superior. As many as 67.7% of employees stated that they strongly agreed and agreed with the statement that employees completed their work on time according to the target. This explains that employees have reflected in discipline to complete work in accordance with the specified targets and time and 11.6% of employees who stated that they strongly disagree and disagree with the statement that employees always work in accordance with the SOP that has been set with the effective use of time, this explains that there are still many employees who work not in accordance with the SOP that has been set even though the SOP was made to carry out work with 12.9% of employees who strongly disagree and disagree with the statement that employees do not postpone work according to the plan priority scale, this shows that employees are still postponing work and working not according to the plan priority scale.

4.3.4 The Effect of Incentives on Employee Performance of PT Pamapersada Nusantara

The results of the analysis show that partially incentives have a significant effect on the performance of PT Pamapersada Nusantara employees. These results support the theory put forward by Rismawati (2020:89) that incentives are one of the factors that can affect employee performance. It is also in line with Hasibuan's opinion in Reny (2016:70) that incentives are stimulants given to certain employees based on their work performance so that employees are encouraged to improve their work performance.

The results of previous research conducted by Ahmad, Suci Lestari and Tiara (2016) also found

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that incentives affect performance based on compensation provided by companies to face increasingly fierce competition in the world of work so that the employee is much more active in work and can improve the quality of his work. Even though in this study, there are still employees who do not agree with the provision of incentives given as a condition for promotion only.

Based on the findings of the research on the statement (number 6 incentive) 64.6% of employees stated that they strongly agreed and agreed with the Incentive statement as an award for achieving performance targets without any violation of rules, this explains that employees feel that the incentives that have been provided by the company so far are in accordance with the achievement of employee performance targets.

Based on the findings of the research on Incentives, there are 59.9% of employees who strongly agree and agree with the statement of awards for outstanding employees given promotions, this explains that employees feel that the awards and promotions given to employees are in accordance with the results of good work performance and are given to outstanding employees. As many as 4.7% of employees stated that they strongly disagreed and agreed with the statement that the amount of incentives received was in accordance with the award for employee achievement, this explained that employees felt that the incentives provided by the company were still not in accordance with employee awards and achievements because there were still employees who received incentives and awards whose amount was not in accordance with work performance. In the statement Employee work performance affects the assessment for employee promotion, there are 3.4% of employees who stated that they strongly disagree and disagree which explains that employees feel that employee work performance still has no effect on the assessment for employee promotion. This means that there are still employees who get promotions even though their work performance is still not good. There were 4.4% of employees who expressed their disagreement and disagreement with the statement that outstanding employees were given the opportunity to work across departments for the next career path, this explained that employees felt unwilling to be transferred to cross-departmental promotions because for certain job levels special skills are needed to move across departments.

5. Conclusion

Based on the results of the research that has been presented in the previous chapter, it can be concluded as follows: 1). There is a significant influence of training, work discipline and incentives on the performance of PT Pamapersada Nusantara employees. 2). There is a significant influence of training on the performance of PT Pamapersada Nusantara employees. 3). There is a significant influence of discipline on the performance of PT Pamapersada Nusantara employees. 4). There is a significant influence of incentives on the performance of PT Pamapersada Nusantara employees

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