

Research Article

Driving Excellence: The Effect of Work Discipline and Incentive Programs on Employee Performance

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Abstract

This research evaluates the influence of work discipline and providing incentives on employee performance at PT. TOA Galva Industries, especially in the Speaker Department 1. We use correlation regression, determination, t-test, r-test, and F-test methods, and this research analyzes data from a population consisting of 83 employees. The results of the analysis show that the two independent variables, namely work discipline and providing incentives, simultaneously affect employee performance, while the rest are influenced by other factors that were not studied. Simultaneous tests reveal that both work discipline and incentives have a significant influence on employee performance with the calculated F value and significance level. However, based on the t-test, only work discipline was proven to have a significant effect on employee performance, while providing incentives did not show a significant effect. The managerial implication that can be taken is the importance of increasing work discipline as a significant factor in improving employee performance. The research results show that work discipline has a positive and significant influence on employee performance while providing incentives does not have a significant impact. Therefore, the management of PT. TOA Galva Industries must prioritize strengthening work discipline through strict supervision and consistent application of rules.

Keywords: Work Discipline, Incentives, Employee Performance

JEL Classification: M12, M2, J24

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1. Introduction

An organization is set up to accomplish shared objectives, but successful goal achievement necessitates accurate and high-quality personnel performance. Employee performance is one aspect of a company that management needs to pay attention to. Every person who works for the company is essentially accountable for the performance of their employees. Employee performance is defined as the outcomes attained by an individual in completing the duties that are allocated to him in order to meet work targets (Rahayu et al., 2024). One of the key elements that determines whether a business or organization succeeds in reaching its objectives is employee performance. For this reason, firm executives need to pay attention to employee performance. Work discipline is one of the elements that affects performance (Moenir, 2024).

Work discipline is crucial in an organization since it is essential for employees to follow the guidelines established by the company when doing everyday tasks. In order to foster a positive and harmonious work environment that will improve employee performance, every employee in their organization or company needs to practice work discipline, such as adhering to written and unwritten rules established by the company (Dini & Deviastri, 2023).

In addition to work discipline, motivation is another factor that can affect employee performance (Abdul, 2017). This finding is consistent with research by Nur et al. (2019), which highlights that work discipline has a significant effect on employee performance. However, research by Annisa and Ismarmastuti (2020) produced different results, namely that work discipline does not affect employee performance.

One of the things that influences performance is work discipline. Work discipline, as defined by Sembiring and Ferine (2018), is the attitude and conduct of adhering to all organizational rules based on self-awareness to adapt to organizational rules and relevant social norms. In other words, the rules that govern and define every action and attitude will also govern and determine discipline in daily life, wherever humans feel. These standards will only be meaningful if those who violate them face consequences (Jayasri & Annisa, 2023).

Research on the relationship between work discipline and employee performance has produced a variety of findings. Wijayanti (2020), Hajrina (2019), Handoko and Waluyu (2017), Purnomo (2017), and Tyas and Sunuharyo (2018) have found that work discipline has an impact on employee performance, while Mangiri (2015), Heriyanto and Hidayanti (2016), and Kumarawati, Suparta, and Yasa (2017) have found no such influence. Employees who practice good work discipline are more likely to actively advance and attempt to learn how to satisfy different requirements in order to increase their responsibility to the organization.

Wungu and Brotoharsojo (2019) define incentives as components of income or compensation that are distributed sporadically or vary according on the circumstances around an employee's performance at work. Research on the impact of incentives on employee performance has produced conflicting findings. For example, studies by Sari and Fachrurrozi (2020), Normi (2018), Mamdani (2018), Subianto (2020), and Maziah (2017) indicate that incentives have an impact on employee performance, while Sembiring (2017) found no such impact.

The primary purpose of incentives is to give employees maximum responsibility and encouragement; they are also meant to meet the needs of employees and their families. Handoko (2017) claims that prior research, titled *The Influence of Work Discipline and Incentive Provision on Employee Performance of PT. Nusantara Card Semesta (Case Study of Employees of the Sales and Marketing Division of Jakarta)*, found that work discipline and incentive provision generally have a significant impact on employee performance. Incentives are tools that use the principle of fairness in providing compensation. Incentives are compensation provided by companies based on more optimal and maximum performance than the given targets.

2. Literature Review and Hypothesis

Understanding employee performance

Since every company's performance is based on the performance of its employees, each employee must be able to contribute positively through good performance. Performance, according to Mangkunegara (2020) and Sulyantie & Gani (2023), is the outcome of an employee's efforts in terms of the amount and quality of work completed in fulfillment of his assigned obligations. Busro (2018) defines performance (work achievement) as the quantity and quality of work that employees, both individually and in groups, present when performing their duties in accordance with the tasks and functions assigned in accordance with the organization and work procedures contained in the institution or organization that he followed. In contrast, Sajangbati (2019) defines performance as an action or activity carried out by an individual in the course of doing specific tasks that are part of their duties. Performance, according to Rivai and Basri (2018), is the outcome or general degree of success of an individual over a specific time period in completing tasks in comparison to different

possibilities, such as standard work results, targets, or criteria that have been decided upon beforehand and mutually agreed upon. In Veithzal, Helfert According to Rivai Zainal et al. (2017), performance is a comprehensive representation of the state of the business over a specific time period; it is an outcome or accomplishment that is impacted by the business's operational actions in making use of its available resources. According to the definition and a number of expert perspectives above, employee performance is the degree of accomplishment and the worker's capacity to finish the duties assigned to him in order to meet the objectives of the organization. accomplished by an individual or group inside the business in compliance with their role and authority?

Understanding Work Discipline

The most crucial operational function of human resource management is discipline since improved performance can be attained by employees who exhibit greater work discipline. Organizations can attain ideal outcomes more easily when they have a strong discipline. The first element required as a warning mechanism for workers who refuse to alter their behavior and character is discipline. Therefore, if an employee feels accountable for the responsibilities that are given to him, it is considered that he has strong discipline.

Expert definitions of work discipline include the following: According to Dea et al. (2020), work discipline is a type of excellent human resource (HR) management that supports the quality of human resources and is a form of adherence to established rules, whether or not they are documented in writing. Aside from that, work discipline is what drives a person to be highly dedicated to accomplishing organizational objectives. Work discipline, according to Sembiring and Ferine (2018), is an attitude and behavior that complies with all organizational standards. It is founded on self-awareness to adjust to applicable social norms and organizational regulations. The attitude of someone who willingly complies with all rules and is conscious of his obligations is known as awareness. Discipline is a strength that grows within an employee's body and leads them to freely adjust to regulatory rules and high standards of work and behavior, as further stated by Hamali (2018). Punishment is typically linked to discipline in the strictest sense. According to a summary of the aforementioned expert opinions, work discipline is a management practice that helps an organization run with a strength that develops in its employees through learning and high values of work and behavior, as well as awareness and willingness to obey all applicable social norms and company regulations. put organizational norms into practice and reinforce them (Setiawan et al., 2024) (Wulandari & Dara, 2023).

Incentives Giving

Incentives are a form of compensation given to employees whose amount depends on the results achieved, both financial and non-financial. This finding is intended to encourage employees to work harder and better so that performance can increase and, ultimately, the company's goals can be achieved. According to Kadarisman (2019), incentives are awards/rewards given to motivate workers/organization members so that their work motivation and productivity are high; they are not fixed or at any time. Fitriadi (2020) Providing incentives is one of the company's ways or efforts to improve the work quality of its personnel or employees. Providing incentives by companies is an effort to meet the needs of personnel or employees. According to Mangkunegara (2020), incentives are awards in the form of money given by organizational leaders to employees so that they work with high motivation and excel in achieving organizational goals. So from several expert opinions above it is synthesized that incentives are a form of company motivation for someone to achieve work goals well and achieve a higher level of performance so that it can arouse passion for more productive work so that the goals the company wants to achieve can be fulfilled and for employees as additional income (Setiawan et al., 2024).

Hypothesis

The Influence of Work Discipline on Employee Performance

The attitude of a person's readiness and willingness to follow the rules that are in place around him is known as discipline. While a lack of discipline among employees will become a barrier and slow down the accomplishment of company goals, good discipline will accelerate them. Work discipline

is one of the many elements that affect employee performance, according to Singodimedjo in Sutrisno (2018). According to Hajrina (2017), a number of factors affect performance, including work discipline. Because without discipline, all actions will result in subpar outcomes that do not meet expectations. According to research findings by Suparjono (2019), Wijaya, Sudarma, and Wijayanti (2020), and Prayogi, Lesmana, and Siregar (2019), employee performance is significantly impacted by work discipline.

The Influence of Providing Incentives on Employee Performance

Providing incentives is something that stimulates interest in working, according to Terry in Suwatno and Priansa (2020). Another factor that influences employee performance is the provision of incentives. According to Zainal (2019) incentives are a success for a company that requires an effective strategy that must be achieved to achieve success. Incentives are also a tool to motivate workers to achieve organizational goals because this is a form of compensation that is oriented towards work results. Research results from Maziah (2017), Normi (2020), and Subianto (2018) state that providing incentives has a positive and significant effect on employee performance.

Theoretical Thinking Framework

The framework for thinking in research is basically a framework of conceptual relationships that you want to observe or measure through the research that will be carried out. A framework is a conceptual model of how theory relates to various factors that have been identified as important problems. With this framework, a picture of the overall research content can be seen clearly, starting from the dependent variable to the independent variable.

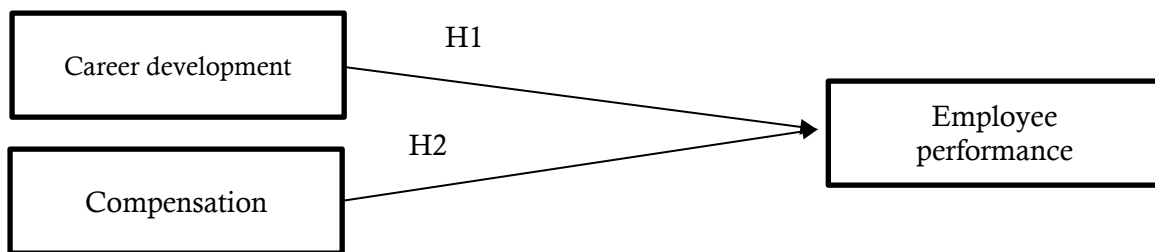


Figure 1. Research Framework

3. Data and Method

Object of research

The research object is the plan and structure of the investigation used to obtain evidence in answering the researcher's questions. The objects of this research are discipline, incentives and employee performance at PT. TOA Galva Industries Department Speaker 1.

Sampling Method

Population

According to (Wahyuddin et al., 2023), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this study, the population was all employees of PT. TOA Galva Industries, totaling 83 employees in Speaker 1 department.

Sample

Sugiyono (2017) asserts that the sample is a component of the population's size and makeup. Employees of PT. TOA Galva Industries, including up to 83 workers in the Speaker 1 department, were among the samples used in this study.

Sample Technique

Sampling is a technique that will be used in research. In this research, the technique used is non-probability sampling using a saturated sampling technique. (Santosa & Hidayat, 2014) states that

saturated sampling is a technique in which all members of the population are used as samples. In sampling, researchers took samples from logistics department employees because PT. TOA Galva Industries only allows researchers to retrieve data from speaker 1.

Data collection technique

Sugiyono (2017) stated that interviews, questionnaires, observations and a combination of the three can do data collection. The data collection technique from primary sources in this research is by using a questionnaire. The data analysis in the research uses correlation, regression, determination, t-tests, r-tests, and F-tests to evaluate the impact of independent variables on employee performance. Regression analysis is particularly useful in this case because it helps measure the influence of independent variables (work discipline and incentive programs) on the dependent variable (employee performance).

Correlation Analysis and Coefficient of Determination Correlation Analysis

The correlation coefficient (R) aims to measure the strength of the linear association (relationship) between two variables. Correlation does not show a functional relationship; in other words, correlation analysis does not differentiate between the dependent variable and the independent variable. Information:

$$r = \frac{n \sum xy - \sum(x)(\sum y)}{\sqrt{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}} \quad (1)$$

4. Results

Statistical Descriptive Analysis

The descriptive statistics presented from the results of this research aim to provide a general description of the distribution of data obtained in the field:

Table 1. Descriptive Statistics

		Work Discipline	Incentives Giving	Employee performance
N	Valid	83	83	83
	Missing	0	0	0
Mean		34.69	36.53	42.45
Std. Error of Mean		.766	.763	.458
Median		33.00	37.00	42.00
Std. Deviation		6.982	6.948	4.177
Variance		48.754	48.277	17.445
Skewness		.494	.021	-.658
Std. Error of Skewness		.264	.264	.264
Kurtosis		-.821	-1.017	1.291
Std. Error of Kurtosis		.523	.523	.523
Range		27	27	21
Minimum		23	23	29
Maximum		50	50	50
Percentiles	25	28.00	30.00	40.00
	50	33.00	37.00	42.00
	75	40.00	43.00	45.00

Source: Processed Data (2022)

The table is from the questionnaire scores distributed by researchers to PT.TOA Galva Industries Department Speaker 1 respondents to determine employee performance, work discipline and incentives. From this table, we can see that the work discipline variable states that the average value is 34.69 correspondents. The variable providing incentives states that the average value is 36.53 correspondents. Finally, the employee performance variable states that the average value is 42.45 correspondents.

Normality test

The purpose of the normality test is to determine whether or not the dependent and independent variables in the regression model have a normal distribution. A normal probability plot graph is the result of the normality test, and it looks like this in Figure 2:

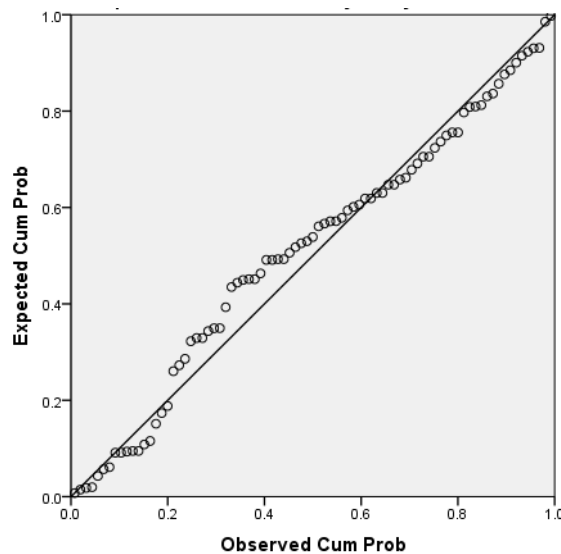


Figure 2. Normal probability

A normal graphic display of the probability plot in Figure 2 above shows that the points (depicting the actual data) appear to follow and approach the diagonal line, thus indicating that the regression model meets the normality assumption.

Multicollinearity Test

To find out if the independent variables in a model are similar, the multicollinearity test is required. Strong correlations will arise when independent variables are similar. Additionally, this test steers clear of common practices when determining how each independent variable's partial test affects the dependent variable. It can be said to be free from VIF multicollinearity if the tolerance value is not less than 0.1 and the resulting VIF is not greater than 10.

Table 2. Multicollinearity Test

	B	Std. Error	Beta		Tolerance	VIF
	(Constant)	5.226	2.816	1.855	.067	
1	Work Discipline	.490	.045	.820	10.991	.000
	Incentives Giving	.553	.045	.920	12.338	.000

Source: Processed Data (2022)

The Work Discipline and Incentive Provision variables, as shown in Table 2 above, have tolerance values of 0.698 and 1.433 (<10), respectively, indicating that there is no correlation between independent variables whose tolerance values are greater than 0.10. One independent variable has a VIF value greater than 10. Therefore, the regression model's independent variables do not exhibit multicollinearity.

Heteroscedasticity Test

Heteroscedasticity or homoscedasticity characterizes a strong regression model. To determine whether heteroscedasticity occurs in this study, researchers employ scatterplot graphs. Examining the scatterplot graph is the approach. This is indicated if a particular pattern appears, such as the dots creating a regular pattern that is wavy, broadening, and then narrowing. heteroscedasticity,

and heteroscedasticity (homoscedasticity) does not exist if there is no discernible pattern and the points are dispersed above and below the y-axis's zero value.

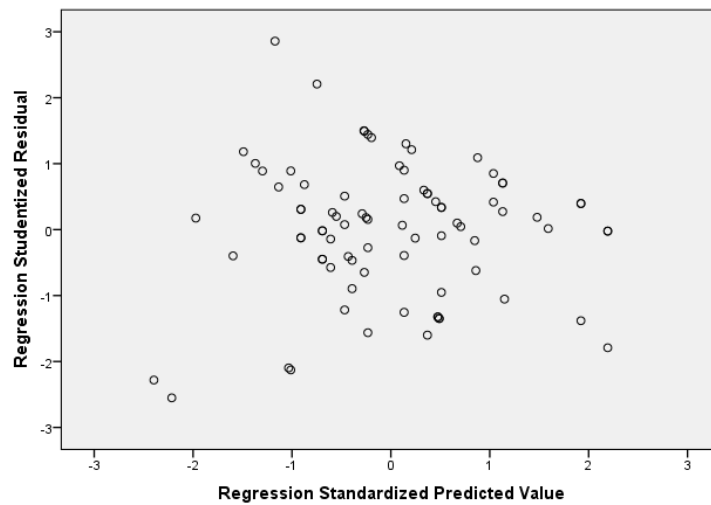


Figure 3. Heteroscedasticity

A distinct pattern can be seen in the scatterplot graph in Figure 3 above, where the points are dispersed erratically above and below the 0 on the Y axis. Based on the independent variable inputs of work discipline and incentives, it can be argued that the regression model is appropriate for forecasting employee performance because it does not exhibit heteroscedasticity.

Linearity Test

The Linearity Test aims to find out whether two variables have a linear relationship or not significantly. This test uses the test for linearity with a significance level of 0.05.

Table 4. Linearity Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	986.264	2	493.132	88.804	.000 ^b
	Residual	444.242	80	5.553		
	Total	1430.506	82			

Source: Processed Data (2022)

Based on the significance value from the output of Table 4 above, a significance value of 0.000 is obtained because the significance is less than 0.05. Thus, it can be concluded that there is a significant linear relationship between the variables of work discipline, incentives and employee performance.

Multiple Regression Analysis

Multiple regression analysis is used to predict the condition (rise and fall) of dependent and independent variables.

Table 5. Multiple Regression Analysis

Model	Dimension	Eigenvalue	Condition Index	(Constant)
1	1	2.938	1.000	.00
	2	.057	7.207	1.00
	3	.006	22.952	(Constant)

Source: Processed Data (2022)

The regression model does not have multicollinearity issues, according to the multicollinearity test results based on the Eigenvalue and Condition Index values. There is no excessively significant correlation between the independent variables, as seen by the highest Condition Index of 22,952, which is still below the crucial limit of 30.

Simultaneous test (f Test)

The F-test or ANOVA compares the study's level of significance with the probability value of the research results.

Table 6. Simultaneous Test Results (f Test)

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	986.264	2	493.132	88.804	.000 ^b
1	Residual	444.242	80	5.553		
	Total	1430.506	82			

Source: Processed Data (2022)

The regression model employed is statistically significant, according to the regression test findings, with a F value of 88.804 at a significance level of 0.000. This finding indicates that employee performance is significantly impacted by both the independent variables-work discipline and incentive provision-at the same time. While the residual value of 444.242 represents the variation not explained by the model, the regression sums of squares value of 986.264 indicates the variation described by the model.

5. Discussion

The influence of work discipline variables on employee performance

The findings of the study indicate that work discipline has a significant impact on employee performance. Previous research by Purnomo (2017), based on the results of the t-test, supports the findings of this theory. The significant value of t is less than a, and the statistical value of the Tcount test is higher than Ttable. Since Ho is rejected by this test, it may be said that employee performance factors are significantly impacted by the work discipline variable. In the meantime, Mangiri's (2020) investigation produced different findings. The degree of confidence is 95% based on the t-test results using the significance threshold. It can be concluded that work discipline has no significant effect on employee performance because the T-test value indicates that the discipline variable is equal to the beta coefficient value at a significant level when compared with the t-table. This conclusion is supported by prior research that indicates a significant relationship between work discipline and employee performance (Sugawara & Nikaido, 2020), as well as by other research that indicates work discipline has an impact on the business (Izzah & Ardiani 2018), Kusmiyatun & Sonny, 2021), and Rahmayanti et al., 2021).

The Influence of Incentive Variables on Employee Performance

The findings of the study indicate that providing incentives has a significant impact on worker performance. The findings of this hypothesis corroborate those of Subianto's (2018) earlier research. Employee performance is significantly impacted by incentives, according to the analysis of their research findings. This is demonstrated by the Tcount value, which, when compared to Ttable, indicates that the incentive variable has a significant impact on employee performance. Prior studies have found that employee job productivity was significantly and favorably impacted by pay and incentives (Yazid, 2019). The results of this research are in line with research conducted by Fahrul (2020) entitled The Effect of Providing Employee Incentives on Employee Performance in PG. Madukismo Yogyakarta. The results of Fahrul's research (2019) state that incentives are provided Employees influence employee performance at PG. Madukismo Yogyakarta.

6. Conclusion

This study comes to the following conclusions based on the data analysis and discussion that have been provided. The Work Discipline variable significantly affects employee performance, at least in part. Employee performance is significantly impacted by the incentive variable, in part. Offering incentives has a significant impact on employee performance, as evidenced by the high correlation value between the two variables. Employee performance is significantly impacted by both work discipline and offering incentives at the same time. The findings indicated that work discipline and providing incentives had a significant impact on employee performance, as seen by the relatively high correlation value between the variables. Improving work discipline is a crucial component in raising employee performance, according to this study. Although incentives are useful as well, their effects could be more noticeable. To improve performance, managers at PT. TOA Galva Industries should place a high priority on implementing stringent work discipline procedures. Employees can also be further motivated by offering fair and well-structured incentives, though additional tactics should be used. Organizations can develop a workforce that is more productive and efficient by concentrating on both areas. Implications for Managers Employee performance has been shown to be significantly impacted by suitable incentives and good work discipline. To establish a positive and effective work environment, managers must make sure that standards and guidelines are followed. In addition, providing incentives that are fair and appropriate to employee contributions can increase their motivation and loyalty to the company.

Recommendation

For recommendations that can be implemented in further research, the author should expand the scope of the population or sample to obtain more generalizable results and consider additional variables such as motivation, leadership style, or career development that may affect employee performance. By using a mixed approach of quantitative and qualitative methods, research can explore other factors that contribute to performance besides work discipline and incentives so that the results are more comprehensive and can be applied more widely in various industries.

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