THE EFFECT OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH INCENTIVES AS INTERVENING VARIABLES
(Case Study of Medical Doctor and Nurses in California District)

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Abstract
This study aims to find out how the influence of work discipline on employee performance with incentives as an intervening variable. The research method used is the method of qualitative data and quantitative data. While the data used is primary data. The data analysis method in this study used simple linear regression analysis to obtain a comprehensive picture of the effect of work discipline variables on employee performance using the SPSS 25 for Windows program. To find out whether there is a significant effect of the independent variable on the dependent variable, a simple linear regression model is used. The results of testing the hypothesis using simple regression analysis and t-test show that: that the t-table value of the Work Discipline variable is 4.074 >

Keywords: Work Discipline, Incentives, Employee Performance

INTRODUCTION

The role of HR Management itself is very influential on the performance of employees, because human resources are the most important resource and very decisive in the survival of a company/organization. Basically everyone has extraordinary potential and has not been fully utilized. In this affirmation, it is the manager's duty to utilize these resources in such a way for the benefit of achieving organizational goals, while still providing an appreciation and respect for the HR concerned.

It is said that the company's goals can be achieved not only depending on modern equipment, adequate facilities and infrastructure, but more depending on the human resources who carry out the work. The achievement of an organization is strongly influenced by the individual performance of its employees. Every corporate organization must always spur the performance of its employees in the hope of being able to achieve harmony in every part of the company, so that the expected goals are achieved.

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Rachmawati, 2009) in (Hidayah, 2016). One way to spur employee performance in an organization or company is to further improve employee performance optimally, such as providing compensation, holding job training for new employees, getting special attention for employees with achievements such as giving awards, and other forms of attention to all. his employees. The existence of activities will greatly affect the provision of compensation.

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John Zysman, Alexander

According to Singodimedjo in Edy Sutrisno (2016: 86), states that Discipline is "an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him. From the understanding of communication above, it can be concluded that communication is a process of sending and receiving messages that occur between sources and recipients and then produce an understanding that can affect one another. Related to the success of a company or organization, every communication process that takes place between individuals will produce influences that support the performance of employees.

Hariandjaja (2011: 65) incentives are: "Incentives are a form of direct payment based on or directly linked to performance and profit sharing for employees due to increased productivity or cost savings." Giving employee incentives is very closely related where there is a positive relationship, where without incentives it is difficult to motivate employees to be disciplined at work and without high motivation from employees to work then high work productivity of an employee may not be realized. Incentives have a reciprocal relationship that influences one another. So that the provision of incentives that are right on target provides feedback to employees to create good performance. The attitude of work discipline possessed by employees is very important for a company in order to realize company goals. Without good employee work discipline it is difficult for a company to achieve optimal results. Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him. This encourages work passion, morale and the realization of company goals.

Very good service performance can be seen clearly implemented because the work discipline applied in this institution is very strict, then a work environment that is very supportive of cooperation in each field of tasks and all work units that are synergized further strengthens the work discipline applied so as to provide very good performance output on a public service institution in the field of Medical Doctor and Nurses in California District.

The objectives of this research are:

a. To find out how the influence of Work Discipline affects the Incentives of Medical Doctor and Nurses in California District.
b. To find out how the influence of Work Discipline affects the Performance of Medical Doctor and Nurses in California District.
c. To find out how the influence of incentives affects the performance of Medical Doctor and Nurses in California District.
d. To find out how the influence of Work Discipline on the Performance of Medical Doctor and Nurses in California District with Incentives as an intervening variable.

THE EFFECT OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE
WITH INCENTIVES AS INTERVENING VARIABLES (Case Study of
Medical Doctor and Nurses in California District)

John Zysman, Alexander

LITERATURE REVIEWS

Work Discipline

According to Singodimedjo in Edy Sutrisno (2016: 86), states that Discipline is "an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him. From the understanding of communication above, it can be concluded that communication is a process of sending and receiving messages that occur between sources and recipients and then produce an understanding that can affect one another. Related to the success of a company or organization, every communication process that takes place between individuals will produce influences that support the performance of employees.

Incentive

Incentives are special compensation given by companies to employees outside of their main salary to help motivate or encourage these employees to be more active at work and try to continue to improve work performance in the company.

Performance

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Rachmawati, 2009) in (Hidayah, 2016).

METHODS

This research was conducted at Medical Doctor and Nurses in California District. The time of this research began in January 2020 until it was finished. The data collection technique used is by way of a questionnaire or questionnaire which is a number of questions or written statements about factual data or opinions related to the respondent, which are considered facts or truths that are known and need to be answered by the respondent (Suroyo anwar 2009: 168.).

In this study the population was Medical Doctor and Nurses in California District, namely 30 people. Because the target population is less than 100, the sampling technique used is the census method, in which the entire population, totaling 30 Medical Doctor and Nurses in California District, will be used as the research sample.

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John Zysman, Alexander

RESULTS AND DISCUSSION

Equation 1
Simple Linear Regression Testing
Simple Linear Regression Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
	(Constant)	6,404	1954		3,277	003		
	Discipline_Work_X	.610	.114	.711	5,348	.000	1,000	1,000

a. Dependent Variable: Incentive_Z

Based on these results, the multiple linear regression equation has the formulation: $Z = a + b1X + \varepsilon$, so that the equation is obtained:

$$Z = 6.404 + 0.610 \ X + \varepsilon$$

The description of the multiple linear regression equation above is as follows:
a. The constant value (a) of 6.404 indicates the magnitude of the incentive (Z) if the work discipline (X) is equal to zero.
b. The regression coefficient value of work discipline (X) (b1) is 0.610 indicating the large role of work discipline (X) on incentives (Z). This means that if the work discipline factor (X) increases by 1 value unit, it is predicted that incentives (Z) will increase by 0.610 units.

Equation 2
Multiple Linear Regression Testing
Multiple Linear Regression Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
	(Constant)	2,536	1,880		1,349	.189		
	Discipline_Work_X	.540	.133	.605	4,074	.000	.495	2021
	Incentive_Z	.305	.155	.294	1976	059	.495	2021

a. Dependent Variable: Performance_Employee_Y

Based on these results, the multiple linear regression equation has the formulation: $Y = a + b1X + b2Z + \varepsilon$, so the equation is obtained:

$$Y = 2.536 + 0.540X + 0.305Z + \varepsilon$$

The description of the multiple linear regression equation above is as follows:

THE EFFECT OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH INCENTIVES AS INTERVENING VARIABLES (Case Study of Medical Doctor and Nurses in California District)

John Zysman, Alexander

a. The constant value (a) of 2.536 indicates the level of employee performance (Y) if work discipline (X) and incentives (Z) are equal to zero.
b. The regression coefficient value of work discipline (X) (b1) is 0.540 indicating the magnitude of the role of work discipline (X) on employee performance (Y) assuming the incentive variable (Z) is constant. This means that if the work discipline factor (X) increases by 1 value unit, it is predicted that employee performance (Y) will increase by 0.540 value units assuming incentives (Z) are constant.
c. The value of the incentive regression coefficient (Z) (b2) of 0.305 indicates the magnitude of the role of incentives (Z) on employee performance (Y) assuming the work discipline variable (X) is constant. This means that if the incentive factor (Z) increases by 1 value unit, it is predicted that employee performance (Y) will increase by 0.305 value units assuming constant work discipline (X).

t test (Partial)

Partial Test (t) Equation 1

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	std. Error	Betas	t	Sig.	tolerance	VIF
(Constant)	6,404	1954		3,277	003		
Discipline_Work_X	.610	.114	.711	5,348	.000	1,000	1,000

a. Dependent Variable: Incentive_Z

Hypothesis test of the effect of work discipline variable (X) on incentive variable (Z).

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

a) Accept H0 If tcount < ttable or -tcount> - ttable or Sig. >0.05
b) Reject H0 If tcount ≥ ttable or -tcount ≤ - ttable or Sig. < 0.05

From the table above, a tcount value of 5.348 is obtained with α = 5%, ttable (5%; nk = 28) obtained a ttable value of 2.048. From this description it can be seen that tcount (5.348) > ttable (2.048), likewise with a significance value of 0.00 <0.05, it can be concluded that the first hypothesis is accepted, meaning that the work discipline variable (X) has a positive and significant effect on incentives (Z).

THE EFFECT OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH INCENTIVES AS INTERVENING VARIABLES (Case Study of Medical Doctor and Nurses in California District)

John Zysman, Alexander

Partial Test (t) Equation 2

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	std. Error	Betas			tolerance	VIF
(Constant)	2,536	1,880		1,349	.189		
Discipline_Work_X	.540	.133	.605	4,074	.000	.495	2021
Incentive_Z	.305	.155	.294	1976	059	.495	2021

a. Dependent Variable: Performance_Employee_Y

Hypothesis test of the effect of work discipline (X) on employee performance (Y)

The form of hypothesis testing based on statistics can be described as follows: Decision Making Criteria:

a) Accept H0 If tcount < ttable or -tcount> - ttable or Sig. >0.05
b) Reject H0 If tcount ≥ ttable or -tcount ≤ - ttable or Sig. < 0.05

From the table above, a tcount value of 4.074 is obtained with α = 5%, ttable (5%; nk = 28) obtained a ttable value of 2.048. From this description it can be seen that tcount (4.074) > ttable (2.048), and its significance value is 0. 00 < 0.05, it can be concluded that the second hypothesis is accepted, meaning that work discipline (X) has a positive and significant effect on employee performance (Y).

Hypothesis test of the effect of incentives (Z) on employee performance (Y).

The form of hypothesis testing based on statistics can be described as follows: Decision Making Criteria:

a) Accept H0 If tcount < ttable or -tcount> - ttable or Sig. >0.05
b) Reject H0 If tcount ≥ ttable or -tcount ≤ - ttable or Sig. < 0.05

From the table above, a tcount value of 1.976 is obtained with α = 5%, ttable (5%; nk = 28) obtained a ttable value of 2.048. From this description it can be seen that tcount (1.976) < ttable (2.048), and its significance value is 0.059 > 0.05, it can be concluded that the third hypothesis is rejected, meaning that incentives (Z) have a positive and not significant effect on employee performance (Y).

THE EFFECT OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH INCENTIVES AS INTERVENING VARIABLES (Case Study of Medical Doctor and Nurses in California District)

John Zysman, Alexander

Path Analysis

Direct and Indirect Relations

No	Variable	Direct	Indirects	Total	Criteria	Conclusion
1	Work Discipline (X)	0.605	0.711	-	Significant	As Independent Variable
2	Incentive (Z)	0.294	-	0.209	No Significant	No As an Intervening Variable

CLOSING

Conclusion

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. Based on the results of the study, the researcher concluded that work discipline at the Medical Doctor and Nurses in California District was descriptively in the high classification or in the good category. It can be seen from the work discipline variable (X) that has a significant effect on incentives (Z). In theory, work discipline needs efforts to improve good work discipline, with work discipline having a major influence on employee performance.

2. Based on the results of the study, the researcher concluded that work discipline at Medical Doctor and Nurses in California District was descriptively in the high classification or in the good category. It can be seen from the work discipline variable (X) that has a significant effect on employee performance (Y). Improving work discipline can be done by paying attention to and meeting the needs of employees properly so that it can significantly affect employee performance.

3. Based on the results of the study, the researchers concluded that the incentives at Medical Doctor and Nurses in California District were descriptively in the low classification or not in the good category. It can be seen from the work incentive variable (Z) that has no significant effect on employee performance (Y).

4. In Figure 4.3 the path analysis shows the direct effect of variable X on variable Y of 0.605. While the indirect effect through the Z variable is 0.711 x 0.294 = 0.209, the results of the calculations show that the indirect effect through the Z variable is greater than the direct effect on the Y variable.

Suggestion

To perfect this research, there are several additional aspects proposed in the suggestions in this research, namely as follows:

1. Further research is suggested to consider variables not examined in this study, for example compensation and work environment variables.

THE EFFECT OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE
WITH INCENTIVES AS INTERVENING VARIABLES (Case Study of
Medical Doctor and Nurses in California District)

John Zysman, Alexander

2. It is recommended for future researchers to expand the scope of research objects, for example in the scope of provincial or national governments throughout California.

3. It is expected that Medical Doctor and Nurses in California District will always maintain the performance of its employees, and this research should be a strategy or as material for consideration so that Medical Doctor and Nurses in California District pays attention to discipline in carrying out performance. This means that Medical Doctor and Nurses in California District continues to maintain good work discipline and incentives. This is so that employee performance increases.

4. It is recommended for future researchers to expand the scope of the research object so that later the results of this study can contribute ideas, information and material for consideration to Medical Doctor and Nurses in California District in determining policies, in taking work discipline strategies and incentives so that companies are able to improve employee performance.

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