

**THE INFLUENCE OF WORK DISCIPLINE, JOB TRAINING AND INCENTIVES ON  
EMPLOYEE PERFORMANCE AT PT BRIDGESTONE SUMATRA RUBBER ESTATE  
SIMALUNGUN DISTRICT**

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**ABSTRACT**

There is instability in employee performance at PT Bridgestone Sumatra Rubber Estate Simalungun Regency caused by factors of work discipline, job training and incentives in the company. This study aims to examine the influence of work discipline, job training and provision of incentives on employee performance. This research is quantitative research by distributing questionnaires to 98 employees, using simple random sampling techniques. the data analysis method used is multiple linear regression. the results showed that work discipline, job training and incentives have a positive and significant effect on employee performance.

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

**1. INTRODUCTION**

Performance is the result of a person's work or work behaviour over a certain period. Performance is an assessment of a series of work behaviours that contribute to the company both positively and negatively to the completion of organisational goals. Given the importance of performance appraisal, management must study performance management and all aspects related to performance. Factors that affect employee performance are work discipline, job training and incentives. With good employee performance, it is expected to be able to compete, it can be recognised that the organisation has quality performance. The influence of work discipline, job training and incentives is also very influential on improving employee performance.

Employee performance results can be seen from the development of their performance. Employee performance is the result of the activities carried out. Human resources as a source of labour cannot be equated with other production factors, because humans are living beings who have feelings and behaviour, while other production factors are not. Therefore, employees will be influenced by their physical and psychological factors. This will be seen in the employee's behaviour.

PT Bridgestone Sumatra Rubber Estate is one of the companies engaged in plantations and processing rubber sap into Crumb Rubber products that have gone through the quality control stage. Crumb rubber processed by PT Bridgestone Sumatra Rubber Estate will be exported to Japan as raw material for making tyres. Bridgestone tyres will be marketed to various Asian, African and American countries. PT Bridgestone Sumatra Rubber Estate was formerly a PT Goodyear Sumatra Plantations company and was acquired into PT Bridgestone Sumatra Rubber Estate (PT BSRE) in 2005. PT BSRE

is a Crumb Rubber factory that has processing plants namely, DM, DX, FM, NB1 and NB2. Basically the Crumb Rubber processing system at PT BSRE is the same, which is different only at the NB1 factory which processes Crumb Rubber from latex raw materials or liquid rubber sap.

There is a phenomenon in employee performance at PT Bridgestone Sumatra Rubber Estate which is still not entirely good. Each employee has different characteristics, there are employees who have seriousness in working and wholeheartedly carry out their duties, and there are also employees who have an indifferent nature so that they are less productive at work. The importance of employee performance in achieving company goals is well realised by company leaders. For this reason, leaders must be able to know what efforts the Company can make to improve employee performance in the Company. One of these efforts is by enforcing work discipline, conducting job training and providing incentives given to employees so that employees become even more active to work optimally.

Based on the results of observations made at PT Bridgestone Sumatra Rubber Estate, several research problem phenomena were found related to work discipline, job training and incentives on employee performance. In order to carry out the orderly and smooth tasks of employees, a rule and discipline are needed. Work discipline is an employee's obedience to work rules set by the company where they work. With work discipline, it means that someone is required to carry out every order and regulation that already exists in a company. This is necessary because it will affect the tasks assigned to that person.

Work discipline coaching is basically a problem for everyone and is part of the very important management of members of the organisation. According to Simamora (2019) 'Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Discipline is a form of employee self-control and regular implementation and shows the level of ability of the work team in an organisation'. Discipline is a starting point in achieving success for the company. The application of discipline in a company is very important so that all employees in the company are willing to voluntarily obey and obey all applicable regulations without coercion and if there is a violation of existing regulations, sanctions will be given by the company.

There are phenomena in employee work discipline at PT Bridgestone Sumatra Rubber Estate that are still low, such as the existence of obstacles where some employees are late in doing the tasks that have been given by the leadership so that other work is delayed. Then there are some employees who are not in the workspace during working hours, and there are still some employees who are late to attend and employees do not come to work, and there are still some employees who lack work discipline towards work time, such as there are still employees who use work time for the benefit of the employee himself, such as not being in the workspace during working hours and usually the employee is in the company canteen or doing activities outside of office work.

Training is one of the efforts to improve the ability, both individuals and groups in order to contribute to the effectiveness and efficiency of the organisation, where through the ability, both

knowledge and skills of employees who are adequate and in accordance with the field of duty will be able to contribute to increasing the efficiency and effectiveness of the organisation in achieving its goals and objectives. However, if employees do not or lack the ability in knowledge and skills, in addition to being a burden on the organisation, it will also make the organisation less effective and efficient in achieving the goals it has set.

Indirectly, the existence of training for employees can help employees be more responsible for their work, and will be useful for increasing employee work results and will reduce the use of costs on their work, because if employees are more skilled, it will affect the increase in productivity Bangun (2019). Employees will be given the opportunity to develop new skills and abilities at work if they get the opportunity to take part in training, in order to be able to know and master now and for the future, so that it can help employees to understand what is actually done and why it should be done, provide opportunities to increase employee knowledge, skills and abilities.

There is a phenomenon at PT Bridgestone Sumatra Rubber Estate regarding job training, there are some employees who do not understand in carrying out their duties and obligations. So that employee performance still needs to be improved through training. Companies need to carry out human resource planning starting with looking at the implications of strategic plans in the company, both general, broad, and comprehensive on labour needs. Therefore, PT Bridgestone Sumatra Rubber Estate pays attention to job training activities to increase employee knowledge and work abilities to further improve the performance of the employees concerned. With training, employees are expected to work more effectively and efficiently, especially in the face of changes that occur such as technological changes, changes in ways of working, demands as well as changes in attitudes, behaviour, skills and knowledge.

Providing incentives is a motivation that is a reward to employees for employee performance. Providing incentives as a form of a company's concern for its employees in order to improve employee performance. Incentives are a motivational tool that can create encouragement for employees to work more actively and passionately and in accordance with what the organisation wants. If employees work hard and enthusiastically, it will be seen from high performance. High performance will be characterised by the high output produced by employees. The employee factor is the most important factor in the implementation of the human resource process, so employees who have skills and expertise are needed for the survival of the company. In order for the employees used by the company to work well, the company must pay attention to all needs related to employees such as incentives, and compensation, the company needs to pay attention to the existence of employees so that employees are loyal to the company.

Incentives at PT Bridgestone Sumatra Rubber Estate are still uneven because incentives are not applied to all employees in the Company. Providing incentives in the form of bonuses, wages, holiday allowances, transportation, facilities and so on. The provision of incentives is also intended to meet the

needs of employees and their families. Providing incentives is expected to improve employee performance, besides that it can increase employee loyalty to the Company so that employees are serious in working and have great responsibility for the work they have been given. Based on that phenomena the study aims to examine of the influence work discipline, job training and provision of incentives on employee performance. This study have contribution on the development of literature in human resource management area especially employee performance.

## 2. LITERATURE REVIEW

### 2.1 Employee Performance

According to Candana, (2018) performance is a translation of the word performance which is defined as the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or goals or criteria that have been determined in advance and have been agreed upon.

Performance is a series of activities as a process carried out by employees in an effort to achieve predetermined results. Employee performance is also an employee's work achievement which is his duty and responsibility based on the standards of each organization or company within a certain period, and employee employability is very important in supporting the company's success (Faliza, 2023; Yusron et al., 2023; Sukaarnawa et al.,2024).

### 2.2 Work Dicipline

Work discipline is a tool or means for an organization to maintain its existence. With high discipline, employees will obey all existing regulations, so that the implementation of work can be in accordance with a predetermined plan (Prasetyo & Marlina, 2019). Work discipline is an absolute necessity and obligation to be implemented by employees in an organization by paying attention to written rules in the organization, as well as unwritten or oral ones in the hope that they can work with full responsibility, so that organizational goals will be easier to achieve.

### 2.3 Job Training

According to Sinambela and Sinambela, (2019) Training is a responsibility carried out jointly between employees and the organization, where employees have an obligation to design and attend training, all of which are to develop their abilities so that a better career path is opened for employees in the future. That with training in a company or organization, it is possible to increase work productivity, which is also because employees already have sufficient capital or ability to achieve company or organizational goals. The company feels that it needs training for its employees, both old and new employees, in order to achieve its goals.

## 2.4 Incentives

According to Saputri et al., (2021) work incentives are a reward in the form of money given by organizational leaders to employees so that they work with high motivation and achievement in achieving organizational goals or in other words work incentives are the provision of money outside of salary made by organizational leaders in recognition of work performance and employee contributions to the organization.

Incentives are remuneration outside of salary given to employees for their performance that exceeds the standard with the intention that employees want to work better and to be able to achieve a higher level of performance, so someone wants to work seriously if there is a high work enthusiasm in him. Providing incentives is intended to meet the needs of employees and their families. Providing incentives is also expected to motivate in achieving goals. Employees who have high work motivation will try hard to complete their work optimally (Fadhlan et al., 2024; Kamal et al., 2024).

## 3. METHODOLOGY

### 3.1 Data and Sample

This research was conducted at PT. Bridgestone Sumatra Rubber Estate by distributing questionnaires to 98 employees, using simple random sampling techniques. The process of taking sample data from members of the population is carried out randomly without regard to the start in the population (Sugiyono, 2019). Each statement in the questionnaire is measured using a scale of 1-5.

### 3.2 Data Analysis

The method used in this research is quantitative method. Quantitative method is a research approach used to collect, analyse, and interpret data using statistical methods and techniques. This approach focuses heavily on measurement and numbers, and aims to provide an in-depth understanding of the relationship between the variables studied (Tojiri et al., 2023). In this study, data analysis used multiple linear regression using the t statistical test in testing the research hypothesis.

## 4 RESULTS AND DISCUSSION

### 4.1 Result

Based on data analysis with multiple regression, the goodness of fit model result shows that the correlation coefficient (R) is 0.378. The level of correlation coefficient of this number is in a very sufficient category, so it can be concluded that there is a relationship between the variables of Work Discipline (X1), Job Training (X2), and Incentives (X3) on Employee Performance (Y) at PT Bridgestone Sumatra Rubber Estate Simalungun Regency (see table 1).

**Table 1. Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.378 <sup>a</sup>	.143	.116	3.344

Afterward, the F-test statistic for the goodness of fit model shows the value of F-value 5.238 > F-statistic (2.311) with a significance level of 0.002 < 0.05. This means that simultaneously the variables of Work Discipline (X1), Job Training (X2), Providing Incentives (X3) have effect on Employee Performance (Y) at PT Bridgestone Sumatra Rubber Estate Simalungun Regency. This means that the multiple regression analysis method fits with the this research model (see table 2).

**Table 1. F- test Statistic**

C	Sum of Squares	df	Mean Square	F	Sig.
Regression	175.736	3	58.579	5.238	.002
Residuals	1051.254	94	11.184		
Total	1226.990	97			

Based on the table 3, it can be seen that the constant value (a) is 10.477 and the regression coefficient value for the Work Discipline Variable (X1) is 0.292, the regression coefficient value for the Job Training Variable (X2) is 0.213 and the regression coefficient value for the Incentive Variable (X3) is 0.222.

**Table 3. t-Test Statistic**

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
<i>1 (Constant)</i>					
<i>Work dicipline</i>	0,505	0,161	0,305	3,135	0,002
<i>Job training</i>	0,359	0,130	0,272	2,768	0,007
<i>Incentives</i>	0,387	0,134	0,282	2,881	0,005

#### 4.2 Discussion

Work Discipline (X<sub>1</sub>) has a t-statistic of 3.135 > t-value (1.985) with a significance level of 0.002 < 0.05. This shows that Work Discipline (X<sub>1</sub>) has a positive and significant effect on Employee Performance (Y) at PT Bridgestone Sumatra Rubber Estate Simalungun Regency. Based on these results, it can be concluded that hypothesis 1 is accepted. Job Training (X<sub>2</sub>), has a t-statistic of 2.768 > t-value (1.985) with a significance level of 0.007 < 0.05. This shows that Job Training (X<sub>2</sub>) has a positive and significant influence on Employee Performance (Y) at PT Bridgestone Sumatra Rubber Estate Simalungun Regency. Based on these results, it can be concluded that hypothesis 2 is accepted. Incentive Provision (X<sub>3</sub>) has a t-statistic of 2.881 > t-value (1.986) with a significance level of 0.005 < 0.05. This shows that Providing Incentives (X<sub>3</sub>) has a positive and significant influence on Employee Performance (Y) at PT Bridgestone Sumatra Rubber Estate Simalungun Regency. Based on these results, it can be concluded that hypothesis 3 is accepted.

## 5 CONCLUSION

The purpose of this study was to examine the factors that cause employee performance. The results showed that work discipline, job training, and incentives have ability to improve and encourages the employee performance at PT Bridgestone Sumatra Rubber Estate Simalungun Regency. This is show the important of the management human resources especially in implantation the HRM fuctional at PT Bridgestone Sumatra Rubber Estate Simalungun Regency.

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