

## INFLUENCE OF WORK DISCIPLINE, EDUCATION LEVEL AND INCENTIVES ON THE PERFORMANCE OF EMPLOYEES OF SECURITY UNIT MEMBERS AT PT BANK MANDIRI (Persero) Tbk, BATAM BRANCH

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**Abstract:** The purpose of the study was to look at the influence of work discipline, education levels, and incentives on employee performance. Respondents in this study were members of the security unit at PT Bank Mandiri (Persero) Tbk, Batam Branch. The population in this study was as many as 70 respondents. The samples in this study were determined using saturated samples, where all the populations in the study were sampled. The results of this study are that partial work discipline has a significant effect on employee performance, the level of education has a significant effect on employee performance, incentives have a significant effect on employee performance. Simultaneously, work discipline, education level, and incentives have a significant effect on employee performance. The R Square score in this study was 84.6%, this means that work discipline, education level, and incentives were able to affect employee performance by 84.6%, while the remaining 15.4% was influenced by other factors not included in the study.

**Keyword:** *Work discipline, education level, incentives, employee performance*

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### 1. Introduction

Human resource success in organizations has a very vital position. The success of an organization is largely determined by the quality of the people who work in it. Rapid environmental change demands their ability to capture the phenomenon of change, analyze its impact on the organization and prepare measures to deal with the condition. Listening to the above reality, the role of human resource management in organizations is not only administrative, but rather leads to how the company's ability to develop the potential of human resources owned in order to be creative and innovative.

Employees and companies are two things that cannot be separated, employees play a leading role in carrying out company activities. Each company seeks to improve and develop the company by holding various ways that are arranged in the employee performance improvement program. To achieve progress and achieve the goals that have been set, a company needs to mobilize and monitor its employees in order to develop all its capabilities.

Employees are the main assets of the company that become active actors of every organizational activity. Employees have different feelings, thoughts, desires, statuses, educational backgrounds, ages and genders, which are brought into the company. Employees are not machines and money that are passive and can be mastered and fully regulated in achieving the company's goals, but valuable assets of the company that must be maintained

properly. Therefore, companies and employees must be able to work together to realize discipline in doing every job so as to improve high work performance.

Work discipline is the awareness and willingness of a person to obey the rules of all companies and applicable social norms. The meaning of consciousness is the attitude of a person who voluntarily obeys all rules and is aware of his duties and responsibilities. While the meaning of willingness is an attitude, behavior, and actions of a person who is in accordance with company regulations whether written or not.

Discipline is mainly viewed from the perspective of the organization, can be formulated as the obedience of every member of the organization to all the rules that apply in the organization, which is realized through good attitudes, behaviors and deeds so as to create order, harmony, no disputes, and other good circumstances. Discipline is the key to an organization's success in achieving its goals. With good discipline means employees are aware and willing to do all their tasks effectively and efficiently so that employees can achieve high work performance.

Work discipline is one of the factors that play an important role in the achievement of goals. Given the importance of the role of work discipline for employees, it is expected that employees must always strive to maintain and improve work discipline. To get the results of work can be achieved to the maximum then employees must have good performance. Good performance, the results obtained are also good. Optimal employee performance will have a great influence on the success of the work implementation process.

Discipline is the key to the realization of the goals of the company, employees and society, with good discipline means employees are aware and willing to do all their duties well. There are several factors that must be considered in the application of discipline such as: timeliness, using office equipment well, high responsibility, and adherence to organizational rules.

Education is a long-term process that uses systematic and organized procedures, in which the managerial workforce learns conceptual and theoretical knowledge for general purposes. Even if the level of employee motivation owned by an average company is high, often attends training, and has adequate work experience but if not supported by the level of education in the end maximum performance will be difficult to realize. Therefore, considering the importance of the level of education in improving employee performance is largely determined by the level of education. Of course, when the level of education is not in accordance with the work planning carried out, the performance carried out by employees is not as planned before. So that the organization or company must look at human resources in terms of their level of education.

One way to optimize employee performance is to provide compensation services (incentives) given to employees so that in them there is a greater spirit to improve work performance as productivity and performance increases. The provision of incentives in a company plays an important role because it is believed that it will be able to overcome various problems in the workplace that are increasingly complex such as low performance due to the spirit and passion of employees who are still not completely good, this can be due to the lack of work motivation, the status of employees (not permanent employees) and the absence of additional income for employees other than salaries.

Bank Mandiri Batam Branch must pay attention to providing incentives to employees, including security guards. The enthusiasm of employees of Satapam Bang Mandiri Batam Branch members to work can also be caused by the small amount of incentives received. If the incentives received by employees are not proportional to the sacrifices given while

working, the motivation possessed by employees is reduced in work so that it affects the company's output and has direct implications for the income received by the company. Therefore, incentive regulations must be regulated appropriately and with the right policies as well.

In addition to being useful to motivate employees, incentives must also be given to employees who have good performance. This is a tribute to their good performance which increases the company's income or performance. The award is given so that they still maintain good performance, because it does not rule out the possibility of employees improving their performance because of the hope of obtaining awards from the company so that they can improve their standard of living in a better direction.

Thus, it can be argued that incentives (incentives) are elements of income or return services provided non-permanently or variable depending on the conditions of achievement of employee work performance.

Performance can also be interpreted as achievements that can be achieved by the organization in a certain period. The achievement in question is the operational effectiveness of the organization both in terms of managerial and operational economy. With performance we can find out up to how much the achievement rating of success or maybe even the failure of a person in carrying out the mandate he received.

PT. Bank Mandiri (Persero) Batam Branch is one of the State-Owned Enterprises (BUMN) of Riau Islands Province is a bank that has an integral role in the development of the Indonesian economy.

Bank Mandiri Batam Branch is required to pay more attention to the human resource aspects it has to be able to create professional, intelligent, deft and qualified employees, especially the Security Unit (Satpam). Security guards are the most important resource that will contribute to the progress of the company and can realize the vision and mission that has been set.

## **2. Theoretical Background**

### **Work Discipline**

Discipline is an attitude, behavior and actions that are in accordance with company regulations both written and unwritten. The regulations in question include absenteeism, slow entry, and quick return of employees. So this is an employee indiscipline that needs to be addressed properly by the management. Many interpret the discipline when employees always come and go home on time. That opinion is just one that is demanded by the organization. Therefore discipline can be interpreted as written or unwritten behavior.

(Hasibuan, 2012:223). Work discipline can be defined as an attitude of respect, respect, compliance and compliance with applicable regulations, both written and unwritten and able to carry them out and not refuse to accept his sanctions if he violates the duties and authorities given to him.

Discipline is the most important operative function of MSDM, because the better the discipline of employees in the company, the higher the work performance that can be achieved. (Rivai, 2011:135).

Hasibuan (2009:194) The factors that affect employee work discipline are as follows:

#### **1. Purpose and ability**

Goals and abilities also affect the level of employee discipline, of course basically the work charged to the employee must be in accordance with the ability of the employee, so that the employee is disciplined and serious in doing the work.

2. Leadership

Leadership has an important role in determining employee work discipline. Because the leader will be an example for his subordinates

3. Compensation

Compensation plays an important role in employee work discipline, meaning that the greater the compensation provided by the company, the better the employee's work discipline. Vice versa, employees will find it difficult to work with discipline if their primary needs are not met.

4. Legal sanctions.

Increasingly severe legal sanctions will make employees afraid to take disciplinary action, and employee compliance with company regulations will be better.

5. Supervision.

Supervision is the most effective action to realize the discipline of the employee's work.

### **Education Level**

The level of education is a long-term process that uses systematic and organized procedures, in which the managerial workforce learns conceptual and theoretical knowledge for general purposes. Thus the level of education of an employee can increase the competitiveness of the company and improve the performance of the company.

Education is everything that strives to foster personality and develop the abilities of Indonesian people, physical and spiritual that last a lifetime, both inside and outside the school in order to build the unity of Indonesia and a just, prosperous society based on Pancasila (Soekidja, 2010: 138)

Education is a continuous process that cannot be separated from the organizational system. The existence of new employees and who will occupy new positions, encouraging the staff to always organize education and training programs.

Before the employee is recruited, the company analyzes the level of education and suitability of the employee's education department so that later it can be placed in a position that is in accordance with his educational qualifications. Thus employees can provide good performance for the company.

The level of education is the stage of education that is determined based on the level of development of learners, the goals to be achieved and the willingness developed. The level of education affects changes in attitudes and behaviors of healthy living. A higher level of education will make it easier for a person or society to absorb information and implement it in everyday behaviors and lifestyles, especially in terms of health.

### **Incentive**

Incentives are special compensation that the company provides to employees, beyond their main salary, to help motivate or encourage the employee to be more active in working and strive to continue to improve work performance in the company. Basically, incentives are always associated with compensation for extra achievements that exceed a predetermined standard, and have been mutually agreed upon.

Incentives provide rewards in the form of extra income for the extra effort generated. This incentive principle relates to employee performance that exceeds the standards set by the company. For the hard work and work achievements, employees will get awards, can be in the form of money, goods, and others. Incentive arrangements must be carefully and precisely established and must be closely linked to the goals of the company concerned. The amount of

incentive given to a person must be connected with the amount or what has been achieved over a certain period, according to the division formula that all parties have known in real terms.

According to Sirait (2006: 200), insentif is something that encourages or has a tendency to stimulate an activity. Incentives are the motives and rewards formed to improve production.

According to Hasibuan (2013: 118) stated that the notion of incentives is an additional reply to services given to certain employees whose performance is above standard performance. This incentive is a tool used by supporters of the fair principle in compensating.

According to Sofyandi (2008: 159) suggesting incentives are one form of direct compensation. Incentives are direct rewards paid to employees because their performance exceeds the specified standards.

### **Employee Performance**

According to Simamora in Putri (2013) performance refers to the level of achievement of the tasks that make up an employee's work. Whereas according to Foster and Seeker in Widodo (2015: 131) performance is the result achieved by a person at the job concerned in accordance with the applicable size.

According to Wirawan in Abdullah (2014: 3) performance stands for kinetics of working energy whose equivalent in English is performance, performance is the output produced by the functions or indicators of a job or a profession in a certain time"

Nawawi in Widodo (2015: 131) performance is the result of a work that has been done, either in the form of physical or material or non-physical or non-material. According to Simanjutak in Widodo (2015: 131) performance is the level of performance of results on certain tasks carried out. Simanjutak also interprets individual performance as the level of achievement or work of a person from the goals that must be achieved or tasks that must be carried out within a certain period of time.

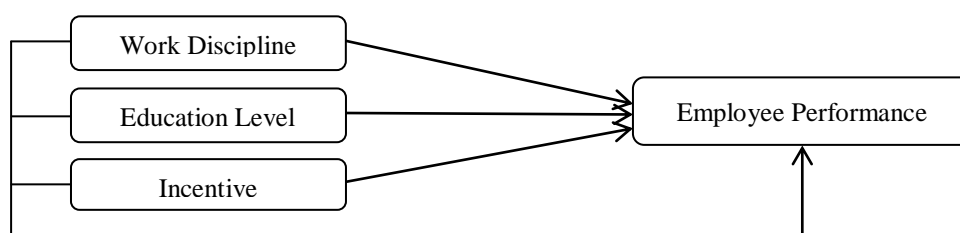
Based on this definition it appears that the effectiveness and efficiency covered in the performance measure is an inseparable understanding, because the useful results obtained as the use of resources more efficiently or effectively.

There are 3 factors that affect a person's performance, namely:

1. Individual factors: abilities, skills, family background, experience of a person's social and demographic level.
2. Psychological factors: perception, attitude, personality, role, reactivation and job satisfaction.
3. Organizational factors: organizational structure, job design, leadership, reward system (reward system)

### **Theoretical Framework**

The frame of mind in this study is as follows:



### Hypothesis

1. Work discipline has a significant effect on employee performance
2. The level of education has a significant effect on employee performance
3. Incentives have a significant effect on employee performance
4. Work discipline, education level and incentives simultaneously have a significant effect on employee performance.

### 3. Research Methodology

In this study, the method used by the authors is quantitative research method, namely a study that takes samples from a population using questionnaire questionnaires as a basic data collection tool (Singarimbun, 1989: 3). Data sources in research are obtained from objects through direct research or observation. Data is obtained by spreading questionnaires to respondents.

In conducting this research, the object of the author's research is all EMPLOYEES of SATPAM Members at PT. Bank Mandiri (Persero) Tbk. Batam Branch. The population in this study is 70 respondents, where the sample in this study is using saturated samples which means that all populations are sampled in this study.

### 4. Research Result

#### Validity Test

Here are the results of the work discipline validity test

**Table 1.** Work discipline validity test results

| Questions | Correlation | Probabilitas | Conclusion |
|-----------|-------------|--------------|------------|
| 1         | 0,779       | 0,000<0,05   | Valid      |
| 2         | 0,774       | 0,000<0,05   | Valid      |
| 3         | 0,724       | 0,000<0,05   | Valid      |
| 4         | 0,791       | 0,000<0,05   | Valid      |
| 5         | 0,652       | 0,000<0,05   | Valid      |

For the validity of work discipline variables, it has a probability value below 0.05. So that it can be concluded that the question item in this variable is valid.

Here are the results of the validity test of the education level variable

**Table 2.** Education level validity test results

| Questions | Correlation | Probabilitas | Conclusion |
|-----------|-------------|--------------|------------|
| 1         | 0,829       | 0,000<0,05   | Valid      |
| 2         | 0,82        | 0,000<0,05   | Valid      |
| 3         | 0,735       | 0,000<0,05   | Valid      |
| 4         | 0,644       | 0,000<0,05   | Valid      |
| 5         | 0,685       | 0,000<0,05   | Valid      |

For the validity of the education level variable, it has a probability value below 0.05. So that it can be concluded that the question item in this variable is valid

Here are the results of the validity test of the incentive

**Table 3.** Incentive validity test results

| Questions | Correlation | Probabilitas | Conclusion |
|-----------|-------------|--------------|------------|
| 1         | 0,726       | 0,000<0,05   | Valid      |
| 2         | 0,834       | 0,000<0,05   | Valid      |
| 3         | 0,833       | 0,000<0,05   | Valid      |
| 4         | 0,684       | 0,000<0,05   | Valid      |
| 5         | 0,741       | 0,000<0,05   | Valid      |

For the validity of incentive level variables, it has a probability value below 0.05. So that it can be concluded that the question item in this variable is valid

Here are the results of the validity test of employee performance

**Tabel 4.** Employee performance validity test result

| Questions | Correlation | Probabilitas | Conclusion |
|-----------|-------------|--------------|------------|
| 1         | 0,865       | 0,000<0,05   | Valid      |
| 2         | 0,844       | 0,000<0,05   | Valid      |
| 3         | 0,729       | 0,000<0,05   | Valid      |
| 4         | 0,71        | 0,000<0,05   | Valid      |
| 5         | 0,778       | 0,000<0,05   | Valid      |

For the validity of employee performance level variables, it has a probability value below 0.05. So that it can be concluded that the question item in this variable is valid

### Reliability Test

**Table 5.** Reliability Test Result

| No | Variable             | (Cronbach' Alpha) | Parameter Table | Mark     |
|----|----------------------|-------------------|-----------------|----------|
| 1  | Work discipline      | 0,825             | 0,6             | Reliabel |
| 2  | Education level      | 0,793             | 0,6             | Reliabel |
| 3  | Incentive            | 0,813             | 0,6             | Reliabel |
| 4  | Employee performance | 0,798             | 0,6             | Reliabel |

From the results of the above test, it can be known that each variable has an alpha cronbach value of 0.825 for work discipline, 0.793 for education level, 0.813 for work incentives and 0.798 for employee performance. The cronbach alpha values of each variable are above 0.6. So it can be concluded that all items in the variable are reliable.

### Multiple Regression Analysis

**Table 6.** Multiple Regression Analysis

| Coefficients <sup>a</sup> |            |                             |            |                           |       |
|---------------------------|------------|-----------------------------|------------|---------------------------|-------|
| Model                     |            | Unstandardized Coefficients |            | Standardized Coefficients | T     |
|                           |            | B                           | Std. Error | Beta                      |       |
| 1                         | (Constant) | 0.847                       | 1.159      |                           | 0.731 |
|                           |            |                             |            |                           | 0.468 |

|   |                 |       |       |       |       |      |
|---|-----------------|-------|-------|-------|-------|------|
|   | Work Discipline | 0.115 | 0.11  | 0.112 | 2.045 | .300 |
|   | Education Level | 0.442 | 0.099 | 0.432 | 4.483 | .000 |
|   | Incentive       | 0.634 | 0.11  | 0.627 | 5.783 | .000 |
| a. Dependent Variable: Employee Performance |                 |       |       |       |       |      |

$$Y = 0,847 + 0,115X_1 + 0,4425X_2 + 06344X_3 + e$$

The value of the regression equation above can be explained as follows;

- The constant of 0.847 means that if there is no addition of Work Discipline (X1), Education Level (X2) and Work Incentives (X3) then the Performance of SATPAM Member Employees at PT. Bank Mandiri (Persero) Tbk. Batam Branch will increase by 0.847
- The Coefficient of Work Discipline (X1) of 0.115 means that every additional 1 percent of Work Discipline then the Performance of SATPAM Member Employees at PT. Bank Mandiri (Persero) Tbk. Batam Branch increased by 0.115
- The Coefficient of Education Level (X2) of 0.442 means that every additional 1 percent of the Education Level, then the number of Performance of SATPAM Member Employees at PT. Bank Mandiri (Persero) Tbk. Batam Branch will increase by 0.442
- The Work Incentive Coefficient (X3) of 0.634 means that every 1 percent increase in Work Incentives, the Performance of SATPAM Member Employees at PT. Bank Mandiri (Persero) Tbk. Batam Branch will increase by 0.634

## Hypothesis Test

### Partial Test (Test t)

This test is performed to determine the effect of each partially free variable on the bound variable.

**Table 7. Partial Test (T Test))**

| Coefficients <sup>a</sup>                   |                 |                             |            |                           |       |       |
|---|-----------------|-----------------------------|------------|---------------------------|-------|-------|
| Model                                       |                 | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig.  |
|   |                 | B                           | Std. Error | Beta                      |       |       |
| 1   | (Constant)      | 0.847                       | 1.159      |                           | 0.731 | 0.468 |
|   | Work Discipline | 0.115                       | 0.11       | 0.112                     | 2.045 | .300  |
|   | Education Level | 0.442                       | 0.099      | 0.432                     | 4.483 | .000  |
|   | Incentive       | 0.634                       | 0.11       | 0.627                     | 5.783 | .000  |
| a. Dependent Variable: Employee Performance |                 |                             |            |                           |       |       |

- Work Discipline towards employee performance  
Based on the results of the t test above obtained a significant value of 0.300. The value of this significance is more than 0.05. Then it can be concluded that work discipline has a insignificant effect on employee performance. The first hypothesis is rejected
- Education level towards employee performance  
Based on the results of the t test above obtained a significant value of 0.000. The value of this significance is smaller than 0.05. Then it can be concluded that the level

of education has a significant effect on employee performance. The second hypothesis is accepted.

3. Incentive towards employee performance

Based on the results of the t test above obtained a significant value of 0.000. The value of this significance is smaller than 0.05. Then it can be concluded that incentives have a significant effect on employee performance. The third hypothesis is accepted.

### Simultaneous Test (Test F)

This simultaneous test is performed to determine the effect of simultaneous free variables on bound variables.

**Table 8. Simultaneous Test (T Test)**

| ANOVA <sup>b</sup>   |            |                |    |             |         |                   |
|--|------------|----------------|----|-------------|---------|-------------------|
| Model  |            | Sum of Squares | Df | Mean Square | F       | Sig.              |
| 1  | Regression | 250.639        | 3  | 83.546      | 120.798 | .000 <sup>a</sup> |
|  | Residual   | 45.647         | 66 | .692        |         |                   |
|  | Total      | 296.286        | 69 |             |         |                   |
| a. Predictors: (Constant), Incentive, Education Level, Work Discipline |            |                |    |             |         |                   |
| b. Dependent Variable: Employee Performance                            |            |                |    |             |         |                   |

Based on the results of the F test above obtained a significant value of 0.000. The value of this significance is smaller than 0.05. Then it can be concluded that work discipline, education level and incentives simultaneously have a significant effect on employee performance. The fourth hypothesis is accepted.

### Determination Coefficient Analysis

**Table 9. Determination Coefficient Analysis**

| Model Summary  |                   |          |                   |                            |
|--|-------------------|----------|-------------------|----------------------------|
| Model  | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1  | .920 <sup>a</sup> | .846     | .839              | .832                       |
| a. predictors: (Constant), Incentive, Education Level, Work Discipline |                   |          |                   |                            |

From the table above, it can be seen that the value of R Square is 84.6%. From this value, it can be interpreted that work discipline, education level, and incentives can affect employee performance by 84.6% while the remaining 15.4% is influenced by other factors that are not included in this study.

## 5. Conclusions

From the results of the study, some conclusions can be drawn as follows:

1. Work discipline has a significant effect on employee performance
2. The level of education has a significant effect on employee performance
3. Incentives have a significant effect on employee performance
4. Work discipline, education level, and incentives simultaneously have a significant effect on employee performance.

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