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THE EFFECT OF INCENTIVES, JOB COMMITMENT, WORK DISCIPLINE, AND WORK MOTIVATION ON WORK ACHIEVEMENT IN THE FIELD OF HEALTH SERVICES AND SDK OF THE HEALTH OFFICE OF POPULATION CONTROL AND FAMILY PLANNING OF LINGGA DISTRICT

Jufri[1*], Uking Kesid Settambul[2], Nuzuliana Anggarsari[3], Sabri[4], Sumardin[5]
[1,2,3,4,5]Faculty of Economics and Business, Ibnu Sina University, Indonesia
Email: *221061101060@uis.ac.id[1], 221061101064@uis.ac.id[2], 221061101062@uis.ac.id[3], sabri@uis.ac.id[4], sumardin@uis.ac.id[5]*

Abstract

This study aims to identify the effect of incentives and job commitment on employee work performance in the Health Service and SDK Division of the Health, Population Control, and Family Planning Office of Lingga Regency. Primary data, which was obtained through questionnaires and direct interviews with 39 employees, was the type of data utilized. Various methods, such as observation, interviews, and the distribution of questionnaires, are employed to collect data. Data analysis was carried out using validity and reliability tests and multiple linear regression to evaluate the effect of independent variables on dependent variables.

The analysis results show that incentives significantly affect work performance, with a determination coefficient of 66.1%. In comparison, task commitment has a significant effect with a determination coefficient of 53.7%. The t-test and F-test support the hypothesis that both independent variables significantly affect work performance. These findings provide important insights for management in designing incentive strategies and increasing task commitment to improve employee performance in the health sector. This study is expected to be a reference for further research on factors influencing work performance in public service organizations.

Keywords: Incentives, Job Commitment, Work Discipline and Work Motivation, Work Performance

INTRODUCTION

When it comes to efforts to improve the standard of living and welfare of the community, one of the sectors that carry a significant amount of weight is the health services sector. This sector supports physical welfare and contributes to a region's social and economic welfare. Healthy people are more productive and active in various development activities. In Lingga Regency, the Health, Population Control, and Family Planning Service (DKPPKB) has a strategic responsibility to ensure that every individual, regardless of social background or geographic location, has fair and equal access to quality health services.

Alongside geographical challenges, insufficient resources—encompassing facilities, medical personnel, and budget constitute additional obstacles that must be addressed to guarantee optimal services. In this situation, DKPPKB must be able to design strategies and policies that focus on providing health services and effective and efficient resource management. With the development of medical technology and increasing public expectations of the quality of health services, the demands

on health workers are also growing. They are expected to provide fast and accurate services, maintain good interpersonal relationships with patients, and demonstrate high professionalism in every service aspect.

In the context of the Health, Population Control, and Family Planning Service (DKPPKB) of Lingga Regency, the vast geographical challenges and limited facilities make the work of health workers more difficult. They are expected to provide optimal health services, even though they are faced with limited resources, difficult access, and the number of medical personnel that may be insufficient. In situations like this, adequate incentives are needed to increase health workers' motivation and Work Performance. Incentives are incentives for their hard work and a form of appreciation for their contribution to improving public health quality in areas with their own challenges.

Inadequate or disproportionate incentives to the workload can lead to a decrease in task commitment and even dissatisfaction, which can ultimately impact the overall work performance of health workers. On the contrary, health workers will experience a sense of appreciation and be motivated to work more diligently, maintain their professionalism, and provide the highest possible level of service to the community if they are provided with favorable incentives. This is of utmost significance because, in medicine, the level of satisfaction and welfare of the community is directly influenced by the quality of service that officers provide.

This study aims to examine in more depth the extent to which incentives given to health workers at the DKPPKB of Lingga Regency affect their Work Performance. With a better understanding of the relationship between incentives and Work Performance, it is hoped that more effective incentive policies can be obtained to increase the motivation and productivity of health workers so that health services in Lingga Regency can be more optimal.

Job commitment is an individual's dedication and responsibility toward their work and achieving organizational goals. In the context of an organization, task commitment includes an employee's willingness to give maximum effort in completing the tasks that are their responsibility, as well as maintaining the quality of performance according to the established standards. Task commitment is also closely related to job and organization loyalty. Employees with high task commitment tend to show loyalty and integrity in carrying out their duties, even when faced with challenges or obstacles. They will strive to meet their targets and responsibilities without neglecting their work quality or ethics.

In the context of health services, work discipline plays a very crucial role. This is because the health sector is directly related to the community's safety, welfare, and quality of life. Good discipline in health services means that health workers consistently implement standard operating procedures (SOPs), provide fast and precise services, and ensure that every medical action is carried out carefully and cautiously. Failure to maintain work discipline in the health sector can have serious consequences, such as misdiagnosis, delayed treatment, or even risk to the patient's life.

The Health Office of Population Control and Family Planning of Lingga Regency is the foundation for maintaining the quality of health services provided to the community. They do this by ensuring that their employees have good work discipline. Health workers can guarantee that the community will receive high-quality and risk-free health services if they adhere to the schedule, operational standards, and rules that have been established.

Work motivation is an essential factor that influences individual work performance in carrying out duties in the workplace. Work motivation can generally be understood as the drive that drives someone to do a good job, achieve predetermined targets, and make maximum contributions to the task. In the healthcare sector, work motivation becomes increasingly crucial considering the high workload and pressure, especially for health workers in areas with limited access and resources, such as in Lingga Regency. Health workers in this area deal with patients who need services and overcome geographical challenges, lack of medical facilities, and diverse workloads.

Work motivation consists of two main factors: intrinsic and extrinsic. Intrinsic motivation comes from within a person, such as satisfaction with work, a sense of responsibility, a desire to help others, and a personal commitment to the profession. Intrinsically motivated health workers tend to be highly dedicated to their work because they feel their tasks positively impact society. One example of intrinsic motivation among health workers is a sense of pride and personal satisfaction from success in helping others.

On the other hand, extrinsic motivation is influenced by factors outside the individual, such as financial incentives, a supportive work environment, awards from superiors, and career development opportunities. Health workers who feel appreciated and supported by the task where they work will be more motivated to improve their Work Performance. Therefore, work motivation is also closely related to Task policies, such as providing adequate incentives, supporting facilities, and training programs that can improve the skills and professionalism of health workers.

In the context of Lingga Regency, challenging geographical conditions and limited health service facilities and infrastructure can cause a decrease in work motivation for health workers. High workload, less-than-ideal working conditions, and lack of recognition or appreciation for the task can reduce Task Commitment. If the work motivation of health workers is low, this will directly impact the quality of services they provide, affecting public satisfaction with health services in the area.

When confronted with challenges that are becoming increasingly complex in the health sector, particularly in regions that are limited geographically and in terms of resources, such as the Lingga Regency, the success of health services is greatly influenced by factors that are related to the welfare and work performance of health workers. Several factors, including incentives, task commitment, work discipline, and work motivation, determine the quality of work performance of health workers. These four factors are interrelated and play a role in determining the total quality of work performance.

Adequate incentives provide external rewards and encouragement to officers to work more optimally. Strong Task Commitment ensures officers' loyalty and dedication to their duties. Work Discipline gives officers confidence in facing existing challenges, while work motivation is the main driver for officers to continue contributing, even in difficult working conditions.

The Health, Population Control, and Family Planning Office of Lingga Regency is responsible for providing quality health services for the community. By considering these factors, the office is expected to be able to design policies and programs that support improving the Work Performance of health workers. This study aims to analyze the influence of these four variables on the Work Performance of health workers so that it can provide concrete recommendations to improve the quality of health services in Lingga Regency.

Understanding the relationship between incentives, Task commitment, Work Discipline, and work motivation and their effect on Work Performance, the results of this study are expected to be the basis for making better policies in managing health resources. Ultimately, this effort will improve health workers' welfare and the quality of health services for the entire community in Lingga Regency.

Based on the background of the problem above, the formulation of the problem in this research is 1) Is there an influence between Incentives on work performance, 2) Is there an influence between Task Commitment on work performance, 3) Is there an influence between Work Discipline on work performance, 4) Is there an influence between Work Motivation on work performance, and 5) Is there an influence between Incentives, Task Commitment, Work Discipline and work responsibility together on work performance.

LITERATURE REVIEW

Work performance

Job performance is a critical element of human resource management, focusing on achieving Task goals. Sutrisno (2019) defines job performance as attaining the quality and quantity of work results according to established standards. Darmawan (2020) emphasizes that job performance reflects the ability and sincerity of individuals to carry out their roles. Mangkunegara (2017) states that job performance is related to results and how employees complete their tasks. Wibowo (2019) assesses job performance through productivity, work quality, and discipline. Rivai (2018) states that job performance is measured by how well employees meet set targets. Overall, job performance measures an individual's contribution to achieving company goals.

According to Simamora (2019), work performance reflects how effectively employees can achieve results according to the company's goals, which are evaluated based on performance standards. We will consider the tasks' speed, quantity, and quality during the evaluation. According to Dessler (2020), work performance is defined as the results achieved within a specific amount of time based on the goals that have been established. Achieving this goal is contingent upon the employees'

capabilities, levels of motivation, and dedication to performing work that is by the expectations of the task.

The indicators used to measure each dimension are Work Quality, Work Quantity, Punctuality, Effectiveness, Work Attitude, Initiative, Responsibility, Independence, Self-Development, and Management Ability.

Incentive

Rivai (2018) defines incentives as additional rewards beyond basic salary, including financial and non-material, such as recognition and career development. Hasibuan (2019) calls incentives an external motivator that encourages better performance, which can be money or other reward programs. Mathis and Jackson (2020) emphasize incentives as a systematic effort to appreciate work performance and retain quality employees. Challenges in Implementing Incentives, according toIvancevich (2021), highlight the challenges in providing incentives, namely ensuring fairness and objectivity, because unfairness can cause dissatisfaction. Providing excessive incentives without looking at actual performance can also reduce effectiveness. The right incentives increase motivation, productivity, and loyalty but must be tailored to employee needs.

Employee Satisfaction with Employee Performance Incentives, Employee Loyalty, Frequency of Performance Target Improvement, Employee Participation in Development Programs, Work Motivation, Increased Job Satisfaction, Involvement in Decision Making, Stability of Attendance (Absenteeism), and Quality of Employee Relationships with Management are some of the different types of incentive indicators that can be used to evaluate the impact that they have on employees and tasks. It is possible for Tasks to assess the extent to which the incentives that are provided affect employee performance, motivation, and satisfaction by taking into consideration these indicators.

Task Commitment

Task Commitment reflects how much an individual is attached to the task and its contribution to its goals. Meyer and Allen (2019) identified three components: affective (emotional), continuance (loss costs), and normative (responsibility) commitment. Saks (2020) added the concept of attachment, involving emotional and cognitive commitment. Deci and Ryan (2020) highlighted that fulfilling basic needs, such as autonomy and competence, is essential in building task commitment.

Measuring task commitment can be done using various indicators that reflect the level of employee commitment to the task, namely Employee Loyalty Level, Job Satisfaction Level, Desire to be Involved in Decision Making, Turnover Stability, Participation in Task Activities, Acceptance of Change, Quality of Relationships with Coworkers and Superiors, Career Development, Positive Feedback on Tasks,

Work Discipline

Discipline is an essential factor in organizational success, as explained by Moenir (2018), who emphasized that sincerity, discipline, and expertise determine the quality and quantity of results. Yuwono (2019) added that discipline prevents negligence, ensures work continues continuously, and achieves targets on time. Musanef (2019) stated that discipline affects productivity and work performance, so an organization needs to implement high discipline. Good discipline increases work productivity, which is essential for companies and government organizations to achieve their goals.

The indicators used in this study to measure employee work discipline are Compliance with working hours, Compliance with work regulations, Compliance with work procedures, Proper utilization of facilities, Responsibility in carrying out tasks, Punctuality in completing work, Consistency in carrying out tasks, Compliance with superior instructions, not misusing working time for personal interests, and Minimization of errors in carrying out tasks.

Work motivation

Work motivation influences employee behavior, attitudes, and productivity, including engagement, satisfaction, performance, and loyalty. Robbins and Judge (2018) define work motivation as determining the intensity, direction, and persistence of a person's efforts to achieve goals. In work, motivation drives the achievement of goals by tasks and responsibilities. This chapter will explore motivation theories that help understand how to build and improve employee motivation. Work motivation's main dimensions and indicators are Motivation Intensity, Motivation Direction, Perseverance, Need for Achievement, Job Satisfaction, External Rewards, Intrinsic Motivation, Responsibility, Self-Development, and Desire to Achieve. The dimensions and indicators above reflect how work motivation can be measured and developed in the context of Tasks.

Framework

The framework of thought is a literature review that reflects the relationship between the studied variables.

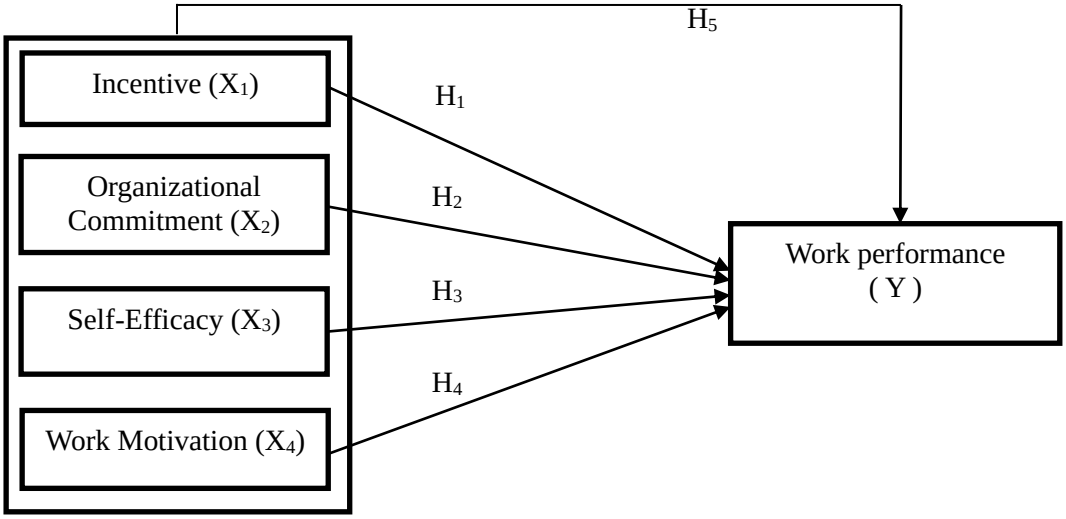

Figure 1 Thinking Framework

Research Hypothesis

1. It is suspected that incentives influence work performance.
2. It is suspected that there is an influence between Task Commitment and work performance.
3. There is an influence between Self-Efficacy and work performance.
4. There is an influence between work motivation and work performance.
5. There is an influence on work performance between incentives, task commitment, self-efficacy, and work motivation.

METHOD

Data Types

The data used in this study is primary data. Primary data is obtained from the first source, either from individuals or individuals, such as interview results or questionnaire results that are usually carried out by researchers (Istijanto, 2016:28). Primary data in this study comes from answers to questionnaire questions distributed to respondents.

Data source

Primary data comes from research respondents who are employees in the Health Services and SDK Division of the Health Office of Population Control and Family Planning of Lingga Regency; this data was obtained directly from employees of the Health Services and SDK Division of the Health Office of Population Control and Family Planning of Lingga Regency through research

instruments, namely questionnaires or through interviews. A questionnaire is a sheet of questions based on two forms: open questions, questionnaires with closed questions, or a combination of both (Rumengan, 2015: 52).

Method of collecting data

To obtain data that can support this research, this can be done in various ways, including:

1. Observation Techniques

   They are, namely, conducting direct observation of work performance used in the Health Services and SDK Sector of the Health Service for Population Control and Family Planning, Lingga Regency.
2. Interview Techniques

   This is a technique carried out by asking directly the production department and related agencies of the Health Services and SDK Division of the Health Service for Population Control and Family Planning of Lingga Regency that can fulfill this research.
3. Library Engineering

   Data search techniques include searching for books or data about the company being researched and fully understanding all the needs to complete this research.
4. Questionnaire distribution techniques

   It is a technique for searching and collecting data by providing questionnaire leaflets or questions that contain elements from the production of the Health Services and SDK Division of the Health Service for Population Control and Family Planning of Lingga Regency. The results of this research can perfect this research.

Population and Sample

Population is the total number of research objects used as a data source for this study. According to Kuncoro (2017:103), population is a complete group of elements, usually people, objects, transactions, or events, and we are interested in studying them or becoming research objects. The population in this study were permanent employees who worked at the Health Service and SDK company of the Health Office of Population Control and Family Planning of Lingga Regency, which had 39 employees.

Sugiyono (2016:73) states that a sample is a part of a population that must be representative. The sample size depends on the population; Arikunto (2016:104) suggests that if the population is less than 100, the whole is taken. Suppose more than 100, 10-25% can be used. In this study, because the population was only 39 people in the Health Service and SDK Sector of Lingga Regency, the entire population was used, which was called the census technique, without the need to draw separate samples.

Data Analysis Tools

1. Data quality test

   The accuracy of testing a hypothesis about the relationship between research variables highly depends on the data quality used in the test. Testing a research hypothesis will not hit its target if the data is unreliable and does not accurately describe the measured concept.

2. Validity test

   The test validity calculates the correlation between item and total scores. The correlation between item and total scores must be significant based on specific statistical measures. Data processing can be done using the SPSS computer program, SPSS Software (Statistic Product And Service Solution), For Windows Version 20.0.

3. Reliability test

   The reliability test is a tool to measure a questionnaire that is a variable of a variable or construct. A questionnaire is reliable if a person's answer is consistent or stable over time. SPSS provides a test facility to measure reliability with the Cronbach Alpha (α) statistical test. A variable is reliable if it gives a value of α > 0.60 (Nunnally, 1967 in Ghozali 2006:42).

4. Multiple linear regression analysis test

   This test is intended to determine the extent of the influence of the independent variable on the dependent variable. In general, the multiple regression equation can be written as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \text{b4x4}$$

Hypothesis testing

1. Test (Coefficient of Determination): The coefficient of determination () determines how much the independent variable can explain the dependent variable. In this study, the Adjusted R Square model was used because there were more than two variables.$R^2$$R^2$
2. F test (simultaneous test): According to Nugroho (2005:53), the F test aims to determine the joint influence of independent variables on the dependent variable.
3. T-test: According to Rangkuti (2014;63), the T-test aims to partially determine the influence of each independent variable on the dependent variable.

RESEARCH RESULTS AND DISCUSSION

1. The Influence of Incentives (X1) on Work Performance (Y)

According to Sugiyono (2010:250), the guidelines for interpreting the correlation coefficient are as follows: The first independent variable that the author analyzed was Incentive (X1), where in this case, the analysis and hypothesis testing will be carried out, whether the Incentive variable (X1) affects Work Performance (Y).

Table 1 Variables Entered/ Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Insentif [b]	.	Enter

a. Dependent Variable: Work performance

b. All requested variables were entered.

This section shows the method used for entering variables. The author enters the variables to be analyzed (**Variables Entered**). Namely, Incentives (X1) and no variables were excluded because the author used the "Enter" method.

Table 2 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.661a	.437	.439	1,832	2.108

Source: SPSS Data Processing Results

This section shows that the magnitude of the coefficient of determination is the percentage of the dependent variable (Work Performance) that can be predicted using the independent variable (Incentive). The coefficient of determination is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The coefficient of determination is calculated by squaring the correlation results, then multiplying them by 100% ().$r^2 x\ 100\%$

The R Square number is the correlation number squared or 0.661; the R Square number is also called the coefficient of determination. The magnitude of the coefficient of determination is 0.661, or equal to 66.1%. Only 66.1% of work performance is explained using the Incentive variable. The rest, namely 33.9% (100% -66.1%), must be explained by other causal factors. To find out the size of the R Square ranges from 0 to 1, which means that the larger the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is getting closer to 1, then the more robust the relationship between the two$0{,}437^2$

Table 3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,640	1,787		3.715	.000
	Incentive	.662	.082	.661	8,077	.000

a. Dependent Variable: Work performance

This section describes the regression equation to find out the constant number and test the hypothesis of the significance of the regression coefficient. The regression equation is;

$$Y = a + bx$$

a. a = constant number, which in this study is 6,640. This number is a constant number, meaning that if there is an additional 1% Incentive (X1), Work Performance (Y) will also increase by 6,640.

b. b = regression coefficient figure of 0.662. This figure means that for every 1% increase in incentive (X1), work performance (Y) will also increase by 0.662. Conversely, if this figure is negative (-), work performance (Y) will remain the same.
c. The equation is as follows: Y = 6.640 + 0.662X
d. The t-test will test the significance of the constant and the Incentive variable (X1), used as a predictor for the Achievement variable (Y).

Hypothesis:

Ho: the regression coefficient is not significant

H1: significant regression coefficient

Decision:

If t count < t table, then Ho is accepted.

If t count > t table, then ho is rejected

t count = 8.077

t table = To calculate the t table, use the following conditions:

a = 0.05

Degree of freedom (DF) = (number of data-2) or 39 -2 = 37

t table = 1.701 (result from table)

Because the calculated t (8.077) > t table 1.701, Ho is accepted and H1 is rejected, meaning the regression coefficient is significant, or the Incentive variable (X1) influences the Work Performance variable (Y)

2. Analysis of the Influence of Task Commitment (X2) on Work Performance (Y)

The second independent variable that the author analyzed was Task Commitment (X2), where, in this case, the analysis and hypothesis testing will be carried out on whether the Task Commitment variable (X2) affects Work Performance (Y).

Table 4 Variables Entered/ Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Work spirit	.	Enter

a. Dependent Variable: Work performance
b. All requested variables were entered.

This section shows the method used in entering variables, where the author enters the variables to be analyzed (**Variables Entered**), namely Task Commitment (X2), and no variables were excluded because the author used the "Enter" method.

Table 5 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.537a	.37 9	.37 0	2,060	1,840

a. Predictors: (Constant), Task Commitment
b. Dependent Variable: Work performance
Source: SPSS Data Processing Results

This section shows that the magnitude of the coefficient of determination is the percentage of the dependent variable (Work Performance) that can be predicted using the independent variable (Task Commitment). The coefficient of determination is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The coefficient of determination is calculated by squaring the correlation results, then multiplying them by 100% ().$r^2 x\ 100\%$

The R Square number is the correlation number squared or 0.537; the R Square number is also called the coefficient of determination. The magnitude of the coefficient of determination is 0.537, or equal to 53.7%. Only 53.7% of work performance is explained using the Task Commitment variable. The rest, which is 46.3% (100% -53.7%), must be explained by other causal factors. To find out the size of the R Square ranges from 0 to 1, which means that the larger the R Square, the weaker the relationship between the two variables; conversely, if the R Square is getting closer to 1, the stronger the relationship between the two variables.$0{,}379^2$

Table 6 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,332	2.008		4.647	.000
	Quality of work	.552	.095	.537	5,841	.000

a. Dependent Variable: Work performance

This section describes the regression equation to find out the constant number and test the hypothesis of the significance of the regression coefficient. The regression equation is;

$$Y = a + bx$$

a. a = constant number, which in this study is 9,332. This number is a constant number, which means that if there is an additional 1% of Task Commitment (X2), then Achievement (Y) will also increase by 9,332.
b. b = regression coefficient figure of 0.552. This figure means that for every 1% increase in Task Commitment (X2), Work Performance (Y) will also increase by 0.552. Conversely, if this figure is negative (-), Work Performance (Y) will remain the same.
c. The equation is as follows:

$$Y = 9332 + 0.552X$$

The t-test will test the significance of the constant and the Task Commitment variable (X2), used as a predictor for the achievement variable (Y).

Hypothesis:

Ho: the regression coefficient is not significant

H1: significant regression coefficient

Decision:

If t count < t table, then Ho is accepted.

If t count > t table, then ho is rejected

t count =5,841

t table = To calculate the t table, use the following conditions:

a = 0.05

Degree of freedom (DF) = (number of data-2) or 39 -2 = 37

t table = 1.701 (result from table)

Because the calculated t (5.841) > t table 1.701, Ho is accepted and H1 is rejected, meaning the regression coefficient is significant, or the Task Commitment variable (X2) influences the Work Performance variable (Y)

3. Analysis of Work Discipline (X3) Against Work Performance (Y)

The third independent variable that the author analyzed was Work Discipline (X3), where, in this case, the analysis and hypothesis testing will be carried out to determine whether the Work Discipline variable (X3) affects Work Performance (Y).

Table 7 Variables Entered/ Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Work Discipline[b]	.	Enter

a. Dependent Variable: Work performance
b. All requested variables were entered.

This section shows the method used in entering variables, where the author enters the variables to be analyzed (**Variables Entered**), namely Work Discipline (X3), and no variables were removed because the author used the "Enter" method

Table 8 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.270a	.073	.062	2,352	1,788

a. Predictors: (Constant), Work Discipline
b. Dependent Variable: Work performance
Source: SPSS Data Processing Results

This section shows that the magnitude of the coefficient of determination is the percentage of the dependent variable (Work Performance) that can be predicted using the independent variable (Work Discipline). The coefficient of determination is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The coefficient of determination is calculated by squaring the correlation results, then multiplying them by 100% ().$r^2 x\ 100\%$

The R Square number is the correlation number squared or 0.270; the R Square number is also called the coefficient of determination. The magnitude of the coefficient of determination is 0.270 or equal to 27.0%. Only 27.0% of work performance is explained using the Work Discipline variable. The rest, namely 73.0% (100% -27.0%), must be explained by other causal factors. To find out the size of the R Square ranges from 0 to 1, which means that the larger the R Square, the weaker the relationship between the two variables; conversely, if the R Square is getting closer to 1, then the more robust the relationship between the two variables.$0{,}073^2$

Table 9 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,634	2.476		5.923	.000
	Work Discipline	.236	.116	.270	2,536	.012

a. Dependent Variable: Work performance

This section describes the regression equation to find out the constant number and test the hypothesis of the significance of the regression coefficient. The regression equation is;

$$Y = a + bx$$

a. a = constant number, which in this study is 14,634. This number is a constant number, which means that if there is an additional 1% of Work Discipline (X3), then Achievement (Y) will also increase by 14,634.
b. b = regression coefficient figure of 0.236. This figure means that for every 1% increase in Work Discipline (X3), Work Performance (Y) will also increase by 0.236. Conversely, if this figure is negative (-), Work Performance (Y) will remain the same.
c. The equation is as follows:

$$Y = 14.634 + 0.236X$$

The t-test will test the significance of the constant and the Work Discipline variable (X3), used as a predictor for the work performance variable (Y).

Hypothesis:

Ho: the regression coefficient is not significant

H1: significant regression coefficient

Decision:

If t count < t table, then Ho is accepted.

If t count > t table, then ho is rejected

t count =2,536

t table = To calculate the t table, use the following conditions:

a = 0.05

Degree of freedom (DF) = (number of data-2) or 39 -2 = 37

t table = 1.701 (result from table)

Because the calculated t (2.536) > t table 1.701, Ho is accepted and H1 is rejected, meaning the regression coefficient is significant, or the Work Discipline variable (X3) influences the Work Performance variable (Y)

4. Analysis of Work Motivation (X4) Against Work Performance (Y)

The fourth independent variable that the author analyzed was Work Motivation (X4), where, in this case, the analysis and hypothesis testing will be carried out on whether the Work Motivation variable (X4) affects Work Performance (Y).

Table 10 Variables Entered/ Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Work Motivation b	.	Enter

a. Dependent Variable: Work performance

b. All requested variables were entered.

This section shows the method used in entering variables, where the author enters the variables to be analyzed (**Variables Entered**). Namely, Work Motivation (X4), and no variables were removed because the author used the "Enter" method

Table 11 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.713a	.508	.503	1,712	2.180

a. Predictors: (Constant), Work Motivation

b. Dependent Variable: Work performance

Source: SPSS Data Processing Results

This section shows that the magnitude of the coefficient of determination is the percentage of the dependent variable (Work performance) that can be predicted using the independent variable (Work facilities). The coefficient of determination is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The coefficient of determination is calculated by squaring the correlation results, then multiplying them by 100% ().$r^2 x\ 100\%$

The R Square number is the correlation number squared or 0.713; the R Square number is also called the coefficient of determination. The magnitude of the coefficient of determination is 0.713, or equal to 71.3%. This means that only 71.3% of work performance is explained using the Work Motivation variable. The other causal factors must explain the rest, which is 37.7% (100% - 71.3%). To find out the size of the R Square ranges from 0 to 1, which means that the larger the R Square, the weaker the relationship between the two variables; conversely, if the R Square is getting closer to 1, the stronger the relationship between the two.$0{,}508^2$

Table 12 Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	6.142	1,604		3,839	.000
	Work Motivation	.705	.076	.713	9,320	.000

a. Dependent Variable: Work performance

This section describes the regression equation to find out the constant number and test the significance hypothesis of the regression coefficient. The regression equation is;

$$Y = a + bx$$

a. a = constant number, which in this study is 6,142. This number is a constant number, which means that if there is an additional 1% of Work Motivation (X3), the achievement (Y) will also increase by 14,634.
b. b = regression coefficient figure of 0.705, which means that for every 1% increase in Work Motivation (X4), Work Performance (Y) will also increase by 0.705. Conversely, if this figure is negative (-), Work Performance (Y) will remain the same.
c. The equation is as follows:

$$Y = 6.142 + 0.705X$$

The t-test will test the significance of the constant and the Work Motivation variable (X4), used as a predictor for the work performance variable (Y).

Hypothesis:

Ho: the regression coefficient is not significant

H1: significant regression coefficient

Decision:

If t count < t table, then Ho is accepted.

If t count > t table, then ho is rejected

t count =9320

t table = To calculate the t table, use the following conditions:

a = 0.05

Degree of freedom (DF) = (number of data-2) or 39 -2 = 37

t table = 1.701 (result from table)

Because the calculated t (9.320) > t table 1.701, Ho is accepted and H1 is rejected, meaning the regression coefficient is significant, or the Work Motivation variable (X4) influences the Work Performance variable (Y).

5. Analysis of the Influence of Incentives (X1), Task Commitment (X2), Work Discipline (X3), and Work Motivation (X4) on Work Performance (Y)

The fourth independent variable that the author analyzed was Incentive (X1), Work Quality (X2), Work Discipline (X3), and Work Motivation (X4). Where in this case, it will be analyzed, and hypothesis proof will be carried out, whether the variables Incentive (X1), Work Quality (X2), Work Discipline (X3), and Work Motivation (X4) affect Work Performance (Y)

Table 13 Variables Entered//Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Incentive, Spirit at work, Work Discipline, Work Motivation b	.	Enter

a. Dependent Variable: Work performance

b. All requested variables were entered.

This section shows the method used for entering variables. The author entered the variables to be analyzed (**Variables Entered**), namely Incentives (X1), Work Spirit (X2), Work Discipline (X3), and Work Motivation (X4). No variables were excluded because the author used the "Enter" method.

Table 14 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.755a	.569	.548	1,632	2.138

a. Predictors: (Constant), Work Motivation, Work Discipline, Task Commitment, Incentives

b. Dependent Variable: Work performance

Source: SPSS Data Processing Results

This section shows that the magnitude of the coefficient of determination is the percentage of the dependent variable (Work performance) that can be predicted using the independent variable. The coefficient of determination is used to calculate the magnitude of the role or influence of the independent variable on the dependent variable. The coefficient of determination is calculated by squaring the correlation results, then multiplying them by 100% ().$r^2 x\ 100\%$

The R Square number is the correlation number squared or 0.755; the R Square number is also called the coefficient of determination. The magnitude of the coefficient of determination is 0.755, or equal to 75.5%. This number means that only 75.5% of work performance is explained using the variables Incentive, Task Commitment, Work Discipline, and Work Motivation. The other causal factors must explain the rest, 24.5% (100% -75.5%). To find out the size of the R Square ranges from 0 to 1, which means that the larger the R Square, the weaker the relationship between the two variables; conversely, if the R Square is getting closer to 1, the stronger the relationship between the two variables.$0{,}569^2$

Table 15 **ANOVA[a]**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37 5.277	4	71,319	26,781	.000b
	Residual	215,711	32	2,663		
	Total	500,368	36			

a. Dependent Variable: Work performance

b. Predictors: (Constant), Work Motivation, Work Discipline, Job Commitment, Incentives

This section shows the magnitude of the probability or significance figures in the ANOVA calculation that will be used to test the feasibility of the regression model. A reasonable probability figure to be used as a regression model must be less than 0.05.

a. The ANOVA test produced an F figure of 26.781, meaning that the calculated F (26.781)> F table (2.76), so Ho was rejected. This means that there was a linear relationship between the variables, with the Incentive variables (X1), Task Commitment (X2), Work Discipline (X3), work Motivation (X4), and Work performance (Y).
b. Or testing can be done by paying attention to the level of significance (Sig) of 0.000, meaning < α (0.05), so that ho is rejected, meaning that there is a significant relationship between the Incentive variables (X1), Work Spirit (X2), Work Discipline (X3) and Work Motivation (X4) and the Work Performance variable (Y).
c. To be used as a regression model for predicting dependent variables, the significance number (Sig) must be < 0.05.

CONCLUSION

As a result of the data analysis and discussion regarding Incentives, Task Commitment, Work Discipline, and Work Motivation about work performance, the following conclusions can be drawn:

1. Based on the t-test, the Incentive variable partially has a positive and significant effect on Work Performance. Because t count (8.077) > t table 1.701, Ho is accepted, and H1 is rejected, meaning the regression coefficient is significant or the Incentive variable (X1) affects the Work Performance variable (Y).
2. Based on the t-test, the Task Commitment variable partially has a positive and significant effect on Work Performance. Because the calculated t (5.841) > t table 1.701, then Ho is accepted and H1 is rejected, meaning the regression coefficient is significant, or the Task Commitment variable (X2) affects the Work Performance variable (Y).
3. Based on the t-test, the Work Discipline variable partially has a positive and significant effect on Work Performance. Because the calculated t (2.536) > t table 1.701, then Ho is accepted and H1 is rejected, meaning the regression coefficient is significant, or the Work Discipline variable (X3) affects the Work Performance variable (Y).
4. Based on the t-test, the Work Motivation variable partially has a positive and significant effect on Work Performance. Because the calculated t (9.320) > t table 1.701, Ho is accepted, and H1 is rejected, meaning the regression coefficient is significant, or the Work Motivation variable (X4) affects the Work Performance variable (Y).
5. The ANOVA test produced an F value of 26.781, meaning that the calculated F (26.781)> F table (2.76) so that Ho was rejected. This means that there was a linear relationship between the variables with the Incentive (X1), Task Commitment (X2), Work Discipline (X3), and Work Motivation (X4) variables and Work performance (Y).

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