

## The Effect of Training, Work Discipline and Incentives on the Performance of PD Employees *BPR Babteramas Konawe*

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### ABSTRACT

This study aims to explain and analyze the effect of training, work discipline, and incentives on employee performance at PD. *BPR Babteramas Konawe*. The main focus of the study is to determine the extent to which the three variables contribute to improving employee performance. Data collection was carried out by distributing questionnaires to 33 employees working at PD *BPR Babteramas Konawe*. The data analysis technique in this study used multiple linear regression processed with the help of Microsoft Excel and SPSS (Statistical Package for the Social Sciences) software. This method was chosen to test the simultaneous and partial effects of training, work discipline, and incentives on employee performance variables. The results of this study indicate that (1) Training, work discipline, and incentives simultaneously have a positive and significant effect on employee performance at PD. *BPR Babteramas Konawe*. (2) Training partially has a insignificant effect on employee performance at PD. *BPR Babteramas Konawe*. (3) Work discipline partially have a positive and significant effect on employee performance at PD. *BPR Babteramas Konawe*. (4) Incentives partially have a positive and significant effect on employee performance at PD. *BPR Babteramas Konawe*.

## 1. Introduction

PD. *BPR Babteramas Konawe* is a company engaged in banking in encouraging regional economic growth and improving services to the capital needs of the community, especially the micro business world<sup>1</sup>. However, in carrying out its operations, there are several challenges that can affect employee performance and organizational effectiveness. PD. *BPR Babteramas Konawe* has encountered several problems related to employee performance that PD employee performance. *BPR Babteramas Konawe* has been quite good in terms of carrying out duties to employees and in giving responsibilities to each employee, however, it has not shown to a very

<sup>1</sup> Bakhtiar Abbas and others, 'The Influence of Situational Leadership and Competency to Employee Performance with Organizational Culture as Intervening Variables on PD. *BPR Babteramas* in Southeast Sulawesi', *Journal of Management & Business*, 3.3 (2020).

good level in this company. There are indications that employee training has not been optimal in improving their skills and knowledge at work<sup>2</sup>. This can be seen from the fact that there are errors in the administrative process, as well as delays in completing tasks. A lack of ongoing training can have an impact on the low quality of employee work and overall company productivity. Employee work discipline is also a problem that needs to be considered. Masi was found to be late in arriving at work, lack of compliance with company rules, and low initiative in completing tasks without direct supervision. This lack of work discipline can have an impact on achieving company targets and reducing the effectiveness of teamwork. Another factor that also plays a role is incentives. If the incentives provided are not in accordance with the employee's workload and contributions, then their work motivation tends to decrease. The lack of a fair and transparent reward system can lead to employee dissatisfaction in improving the quality of human resources and employee performance in order to achieve the company's goals.

Based on the results of previous research conducted by Kurniawan, (2024)<sup>3</sup> training and work discipline have a positive and significant influence on employee performance. Meanwhile, the research conducted Syarif, (2022)<sup>4</sup> on the effect of incentives and training on the performance of employees of Bank Syariah Syariah Mandiri Balikpapan Branch Office. It is stated that the results of this study are partial, there is no effect of providing incentives on employee performance, while providing training has a significant positive effect on employee performance.

Based on the initial observations that have been carried out in PD. *BPR Babteramas Konawe* implements various policies related to training, work discipline and work incentives<sup>5</sup>. Some of the aspects that are of main concern are the training organized by the company aims to improve employee competence in banking services, risk management, and the use of financial technology. However, the effectiveness of the training needs to be further evaluated by the company to ensure that the material provided is relevant to the company's operational needs<sup>6</sup>. Work Discipline in PD. *BPR Babteramas Konawe* is quite strict<sup>7</sup>, with regulations that regulate attendance, compliance with SOPs, and work ethics. Work incentives, an incentive system applied to PD. *BPR. Bahteramas Konawe* aims to increase employee motivation and productivity<sup>8</sup>. Incentives are given in the form of bonuses, allowances, or rewards for certain achievements, however, further studies are needed to assess whether the current incentive scheme is fair and effective enough to improve overall employee performance. PD. *BPR*

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<sup>2</sup> Asma Nur Islami and others, 'Pengaruh Self-Efficacy Dan Locus of Control Terhadap Kinerja Karyawan Perbankan', *Al-Buhuts*, 20 (2024).

<sup>3</sup> Siti Wahidah; Prasetyo Kurniawan, 'Pengaruh Pelatihan Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Kantor Kecamatan Rumpin Kabupaten Bogor', *Cakrawala: Jurnal Ekonomi, Manajemen Dan Bisnis*, 1 (2024).

<sup>4</sup> Ahmad Syarif, 'Pengaruh Insentif Dan Pelatihan Terhadap Kinerja Karyawan Bank Syariah Syariah Mandiri Kantor Cabang Balikpapan', *Optimal: Jurnal Ekonomi Dan Kewirausahaan*, 15.1 (2022) <<https://doi.org/10.33558/optimal.v15i1.2729>>.

<sup>5</sup> Hardianto Hardianto, Andi Basru Wawo, and Mahmudin A. Sabilalo, 'Analysis of Factor That Affect Financial Performance of PD. *BPR Bahteramas Konawe*', *Journal of Business Management and Economic Development*, 2.02 (2024) <<https://doi.org/10.59653/jbmed.v2i02.706>>.

<sup>6</sup> S S Sanib, O K Haris, and S Ashari, 'Teori Keadilan Hukum Bagi PD *BPR Bahteramas Konawe* Terhadap Kredit Macet Nasabah (Studi Putusan No. 2/PDT/GS/2018/PN UNH)', *Halu Oleo Legal Research*, 2024.

<sup>7</sup> Fitri Hutami Ningsih, Bahktiar Abbas, and Mahmudin A Sabilalo, 'Pengaruh Disiplin, Motivasi Kerja, Dan Pelatihan Terhadap Kinerja Perusahaan PD *BPR Bahteramas Konawe*', *JURNAL MANAJEMEN & ORGANISASI REVIEW (MANOR)*, 5.2 (2023) <<https://doi.org/10.47354/mjo.v5i2.705>>.

<sup>8</sup> Ardi Kusnadi, Narsullah Dali, and Abdul Hakim, 'Pengaruh Rotasi Karyawan, Beban Kerja Dan Pelatihan Terhadap Kinerja Karyawan Di PD. *BPR Bahteramas Konawe*', *YUME : Journal of Management*, 7.1 (2024).

*Bahteramas Konawe* is expected to contribute to the community<sup>9</sup>, encourage regional economic growth and improve services to capital needs for the community.

Based on the phenomenon and differences from the results of previous research, the researcher is motivated to review and re-examine "the influence of *Bahteramas Konawe's* training, work discipline, and incentives on the performance of PD employees. BPR"

## 2. Research Method

The object or location of this research is PD. *BPR Bahteramas Konawe*, in this study the population used by the researcher is all employees in PD. *BPR Bahteramas Konawe* which totals 34 people. This study uses a saturated sampling technique, which is a sample determination technique that can be used as a sample by all members of the population. The types of data used in this study are: (1) Qualitative data is data obtained directly from PD employees. *BPR Bahteramas Konawe* by using observations, interviews, questionnaires or a list of questions; (2) Quantitative data data obtained from PD. *BPR Bahteramas Konawe*, which is in the form of employee data. With Primary data sources and secondary data.

The data collection procedures used are: (1) Interviews, data collection carried out by way of questions and answers with PD leaders and employees. *BPR Bahteramas Konawe*; (2) Documentation, data collection by recording or copying documents on PD. *BPR Bahteramas Konawe*; (3) Questionnaire, where by using the data of the list of questions given to PD employees. *BPR Bahteramas Konawe*. To measure the influence of training, work discipline and incentives on the performance of PD employees. *BPR Bahteramas Konawe* used a measuring tool in the form of a questionnaire. Answer categories for questions using a likert scale which is then suspended to create a category for each variable. The data analysis method is a descriptive analysis carried out to provide a descriptive explanation of the influence of training, work discipline and incentives on the performance of PD employees. *BPR Bahteramas Konawe*. Multiple linear regression analysis was used to statistically test the influence of training, work discipline and incentives on the performance of PD employees. *BPR Bahteramas Konawe*. Data analysis was carried out using the SPSS program.

## 3. Results and Discussion

### 3.1. The influence of training, work discipline and incentives on employee performance

Based on the results of the validity test, all statement items have a correlation coefficient value greater than 0.30. Thus, all statement items are declared valid and suitable for use in this study. Furthermore, based on the results of the reliability test, Cronbach's Alpha values for the variable instruments of training, work discipline, and incentives to employee performance showed values above 0.60. This indicates that the instrument used is reliable, so it can be used as a consistent measuring tool for these variables.

Based on the results of simultaneous testing, it can be concluded that the variables of Training, Work Discipline, and Incentives simultaneously affect the variables of Employee Performance. This is shown by the calculated F-value of 17.938 and the significance level of 0.000, which is smaller than the significance level of 0.05. Thus, it can be concluded that the hypothesis is accepted, which means that the variables of Training, Work Discipline, and Incentives together have a positive and significant influence on Employee Performance. The results of the determination coefficient test (Adjusted R<sup>2</sup>) obtained a value of 0.168. This shows that the variables of Training, Work Discipline, and Incentives simultaneously affect the

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<sup>9</sup> Isra Rajab, Dedy Takdir Syaifuddin, and Abdul Hakim, 'Analysis of the Performance Allowance System in Improving Employee Performance', *Indo-Fintech Intellectuals: Journal of Economics and Business*, 4.4 (2024) <<https://doi.org/10.54373/ifijeb.v4i4.1691>>.

Employee Performance variable by 16.8%. Meanwhile, the remaining 83.2% was influenced by other factors that were not studied in this study. Thus, it can be concluded that any improvement in the variables of Training, Work Discipline, and Incentives will be followed by an increase in Employee Performance. Therefore, if these three variables can be improved together, employee performance will be more optimal.

These findings are strengthened by research conducted by Hutauruk et al. (2022)<sup>10</sup>. Based on the results of statistical analysis, it can be seen that the variables of job training, incentives, and work discipline simultaneously have a significant effect on employee performance at PT FIF GROUP Batu Branch. This shows that the combination of these three factors has an important role in increasing employee productivity and work effectiveness, stating that proper job training, fair incentives, and consistent implementation of work discipline can collectively promote improved employee performance in an organization. Thus, company management needs to pay attention to these three aspects simultaneously to achieve optimal employee performance.

### 3.2. The Effect of Training on Employee Performance

Based on the results of hypothesis testing, it is known that the training variable has a negative and significant effect on employee performance. This is addressed by a significance value of 0.016 which is smaller than 0.05. Thus, it can be concluded that training has a significant effect on employee performance.

The results of this study are in line with the findings presented by Putra et al. (2023)<sup>11</sup>, which states that training has a significant influence on employee performance. In the study, it was explained that training provided appropriately and continuously is able to improve employees' skills, knowledge, and work motivation, which ultimately has a positive impact on the achievement of individual and organizational performance as a whole. This shows that the company's investment in training programs not only increases work capacity, but also becomes a strategic factor in supporting productivity and operational efficiency.

### 3.3 The Effect of Work Discipline on Employee Performance

According to Ashari et al., (2024)<sup>12</sup>, discipline can be interpreted as an attitude and respect that grows in an employee towards the rules and regulations in the institution. Discipline also reflects the individual's understanding and readiness to comply with all applicable institutional rules and social norms. In an agency, compliance with applicable regulations and regulations is essential for each staff member to achieve industry goals. Based on the results of hypothesis testing, it is known that work discipline variables have a positive and significant effect on employee performance. This is addressed by a significance value of 0.007 which is smaller than 0.05. Thus, it can be concluded that work discipline has an effect on employee performance.

The results of this study are in line with the findings of Eius Lestari and Desty Febrian (2024)<sup>13</sup> who show that training has a positive and significant influence on employee

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<sup>10</sup> Samuel Agung Hutauruk and others, 'Pengaruh Pelatihan Kerja, Motivasi Kerja Dan Kedisiplinan Kerja Terhadap Kinerja Karyawan Pada PT. Rezeki Surya Intimakmur', *Journal of Economic, Bussines and Accounting (COSTING)*, 5.2 (2022) <<https://doi.org/10.31539/costing.v5i2.2484>>.

<sup>11</sup> Budi Putra, Lucky OH Dotulong, and Merinda HCh Pandowo, 'The Influence of Organizational Culture, Work Environment, and Workload Toward Employee Performance at PT. Uphus Khamang Indonesia', *Jurnal EMBA*, Vol. 11 No.2 (2023).

<sup>12</sup> Ayu Ashari, Andi Irwan, and Jumaidah Jumaidah, 'Implementasi Disiplin Kerja Terhadap Kinerja Pegawai Pada Kantor Dinas Pendidikan Provinsi Sulawesi Selatan', *Jurnal Nuansa : Publikasi Ilmu Manajemen Dan Ekonomi Syariah*, 2.4 (2024) <<https://doi.org/10.61132/nuansa.v2i4.1320>>.

<sup>13</sup> Euis Lestari Nurzakiah and Wenny Desty Febrian, 'Pengaruh Disiplin Kerja, Motivasi, Dan Kompensasi Terhadap Kinerja Karyawan ( Studi Pada PT Billy Indonesia )', *Jurnal Manajemen Dan Bisnis Madani*, 6.1 (2024).

performance. Training provided in a structured and continuous manner is able to increase employee knowledge, skills, and work motivation, thus having a direct impact on improving the quality and productivity of work. In other words, investing in employee training not only contributes to individual development, but also has a positive impact on the achievement of the organization's overall goals.

### 3.4 The Effect of Work Incentives on Employee Performance

According to Lukman Setiawan & Y. Paris, (2020)<sup>14</sup>, incentives are programs provided by the Company for its employees with the aim of motivating them to work harder and improve performance. Incentive is intended to encourage employees to exceed preset work standards or exceed their average abilities. Therefore, incentives must be given in a timely manner in order to provide optimal motivation for employees in carrying out their duties.

Based on the results of hypothesis testing, it is known that the incentive variable has a positive and significant effect on employee performance. This is addressed by a significance value of 0.000 which is smaller than 0.05. Thus, it can be concluded that incentives affect employee performance. The results of this study are strengthened by the findings of Nur Alifah Istiqomah & E. Damayanti (2023)<sup>15</sup>. Based on the results of the hypothesis test conducted in the study, it is known that the incentive variable simultaneously has a positive and significant effect on employee performance. This shows that providing the right incentives can increase employee work motivation, which ultimately has an impact on increasing productivity and achieving organizational targets. In other words, incentives act as a driving factor that is able to spur employees to work more effectively and efficiently.

## 4. Conclusion

Based on the results of research and discussion on the influence of Training, Work Discipline and Incentives on the Performance of PD Employees. *BPR Babteramas Konawe*, then the following conclusions can be drawn:

1. Training, Work Discipline, and Incentives have a positive and significant effect on Employee Performance. This shows that these three variables together can improve employee performance.
2. Training has a negative and significant effect on employee performance. This can happen because the training material is not relevant to the needs of the job. Less effective training can also interfere with work activities. Therefore, training needs to be adjusted to have a positive impact on performance.
3. Work discipline has a positive and significant effect on employee performance. This means that the higher the level of discipline, the better the performance shown. Discipline helps employees work more organized, on time, and responsibly. Thus, discipline is an important factor in increasing work productivity.
4. Incentives have a positive and significant effect on employee performance. This means that providing the right incentives can increase work motivation, thereby encouraging employees to work more optimally and achieve the set targets.

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<sup>14</sup> Lukman Setiawan and Yusran Paris, 'Kajian Sistem Informasi Manajemen Terhadap Kinerja Pegawai Melalui Efektivitas Kerja Pada Dinas Perumahan, Kawasan Permukiman Dan Pertanahan Provinsi Sulawesi Selatan', *Jurnal Ilmiah Ecosystem*, 22.2 (2022) <<https://doi.org/10.35965/eco.v22i2.1520>>.

<sup>15</sup> Nur Alifah Istiqomah and Elok Damayanti, 'The Influence of Incentives and Motivation on Employee Performance of PT. Tozy Sentosa Surabaya', *Quantitative Economics and Management Studies*, 2.2 (2021) <<https://doi.org/10.35877/454ri.qems317>>.

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