Abstract

This study aims to determine and analyze training and incentives on employee performance through work productivity at the Public Health Centre (PHC or PHC) in Bissapu Sub-district, Bantaeng Regency. This research was conducted at the PHC in Bissapu Sub-district, Bissappu Health Center and Campagaloe Health Center. This research design is a survey with a quantitative approach. The population in this study were all employees, State Civil Apparatus (ASN) and Non-ASN at the PHC in Bissapu Sub-district, Bantaeng Regency, with 115 employees. The sampling technique is total sampling by involving all members of the population as a sample. Data were collected through observation, interviews, questionnaires, and documentation, while data analysis used path analysis. The results show that training and incentives can improve performance directly and indirectly through work productivity. What is different in this study is to separate productivity and performance, that not all productive employees show good performance, but good performing employees will undoubtedly be productive at work.

Keywords
Training, Incentives, Work Productivity, and Employee performance

1. Introduction

Health is one of the essential elements of the quality of life and national development to realize Indonesia. PHC are at the primary level in health organizations where health workers work together to achieve health development goals (Sulaeman, 2009).

As an essential resource for both hospitals and health centers, health center employees or health workers need to be continuously developed to create productivity and performance in carrying out their duties and responsibilities; many factors can encourage increased productivity.

Training is an instrument in developing apparatus resources or improving the quality of the apparatus in increasing knowledge, expertise, skills, and attitudes to carry out professional duties. According to Manullang (2011), training
must improve the technical, theoretical, conceptual, and moral skills of human resources so that the work productivity of these human resources can increase optimally.

Incentives also affect employee productivity. According to Panggabean (2010) that incentives are rewards that link income with production power. Incentives are rewards in the form of money that comes from those who can. Work beyond the standards that have been set.

The role of training, incentives, and productivity are essential aspects in supporting the achievement of employee performance, and one way to assess employee performance is to look at their performance.

This study seeks to reveal how the influence of training and incentives on employee performance through work productivity at the PHC in Bissapu Sub-district, Bantaeng Regency.

2. Literature Review

Panggabean (2010) incentives are rewards that link income with production power. Incentives are rewards in the form of money that come from those who can work beyond the standards that have been set, incentives are: "Compensation that links pay based on being able to increase employees' productivity to achieve a competitive advantage. Martoyo's (2010) incentive is a reward bonus (additional) because there are superior results different from others, which are intended to increase employees' productivity and keep employees who excel in their organization. Research conducted by Ramadhan also supports the conceptual framework on the impact of training on employee work productivity, Ilham (2009); the findings of this research are that education and training programs impact work productivity.

Reports that training encourages workers to improve their skills and intellectual aspects, insight, and skills that are of higher quality and increase. After that, Fathoni (2006) reported that education and training are a form of coaching on the power of activity to guide in improving people's energy base skills in carrying out their duties. Thus, human resource training will improve employee performance. This conceptual framework on the impact of training on employee performance is also supported by research by Riza Rezita (2015). Research findings show that education and training have a significant favorable influence on employee performance.

Hasibuan (2011) argues that incentives are bonuses to compensate for services provided to exceptional employees whose achievements are above-expected results. This incentive is a tool used to support the principle of balance in the provision of rewards. Not only that for Mangkunegara (2011) stated that incentives are a form of encouragement that is claimed in the form of money based on great ability and is also a sense of recognition from the agency for the ability of employees and participation in institutions. The conceptual framework on the impact of incentives on employee performance is also supported by research that has been carried out by Rosmida (2012) which in his research concluded that the effect of incentives on employee performance has a positive and significant impact.

For Gomes (2013), employee performance as a form of expression of output, efficiency, and effectiveness is often associated with productivity. Then for Hariandja (2010), an objective performance appraisal will provide appropriate feedback. Through appropriate feedback, it is hoped that changes in behavior will occur towards the expected increase in work productivity. This conceptual framework on the impact of work productivity on employee performance is also supported by research conducted by Rauf (2015); his findings show that work productivity affects employee performance.

Reports that education and training are a form of coaching on the power of activity to guide in improving people's energy base skills in carrying out their duties. Thus, human resource training will improve employee performance. Simamora (2012) states that incentives are rewards that involve costs based on increasing the production power of employees to achieve competitive advantages. Thus, training accompanied by work productivity will improve employee performance.

suggests that incentives are a form of motivation expressed in the form of money based on high performance and is also a sense of recognition from the organization on employee performance and contributions to the organization. According to Manullang (2011), training should aim to improve the technical, theoretical, abstract, and moral skills of HR so that the production power of HR activities can increase to the maximum according to the skills they have acquired. To provide opportunities for HR in this case, employees to improve themselves and allow to achieve the
opportunity to occupy a more significant position. Thus, incentives accompanied by work productivity will improve employee performance.

3. Methods
This research was carried out at the Bissapu Sub-district Health Center, namely Bissappu Health Center and Campagaloe Health Center. This research design is a survey with a quantitative approach. The population in this study were all employees (ASN and Non-ASN) at the PHC in Bissapu Sub-district, Bantaeng Regency, with 115 employees. The sampling technique is total sampling by involving all members of the population as a sample. Data were collected through observation, interviews, questionnaires, and documentation, while data analysis used path analysis.

4. Results
X1 and X2 against Y1 is presented in Table 1.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>6.477</td>
<td>1.745</td>
<td>3.712</td>
</tr>
<tr>
<td></td>
<td>Training _X1</td>
<td>.434</td>
<td>.078</td>
<td>.476</td>
</tr>
<tr>
<td></td>
<td>Incentives _X2</td>
<td>.249</td>
<td>.084</td>
<td>.253</td>
</tr>
</tbody>
</table>

Dependent Variable: Work Productivity (Y1)

The form of the equation path can be written as follows Y1 = 0.476X1 + 0.253X2 + e1. Diagrammatic path analysis can be shown as follows in Figure 1:

![Diagram of Path Analysis](1)

Figure 1. Path analysis diagram 1

Effect of Training (X1) on Work Productivity (Y1); The path coefficient value (α1) = 0.476 with a significant level of 0.000 which means significant (Sig < 0.05). Therefore, it is called where Training (X1) has a significant positive impact on Work Productivity (Y1). Effect of Incentives (X2) on Work Productivity (Y1); Path coefficient (α2) = 0.253 with a significant level of 0.004 which means significant (Sig < 0.05). Therefore, it is stated that the Incentive (X2) has a significant positive impact on Work Productivity (Y1). The value of the determinant or R-Square (R2) is worth 0.421 or 42.1%. This shows that a 42.1% increase and decrease in the Work Productivity factor (Y1) can be explained by changes in Training (X1) and Incentives (X2). And the remaining 57.9% can be explained by other factors apart from this research. More clearly is shown in the following Table 2.

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

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Table 3. Effect (X) on (Y2)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>6.375</td>
<td>1.213</td>
<td>5.257</td>
</tr>
<tr>
<td></td>
<td>Leadership Quality (X)</td>
<td>.683</td>
<td>.056</td>
<td>.775</td>
</tr>
</tbody>
</table>

**Source:** Data processing, 2020.

The path coefficient value is 0.775 with a significant level of 0.000 which means it is significant (Sig < 0.05). Therefore, it is stated where the variable of Leadership Quality (X) has a significant positive impact on Organizational Commitment (Y2). The magnitude of the impact of Variable X on Y2 can be seen from the standardized coefficients beta value of 0.775 points (Table 4).

Table 4. X1, X2, and Y1 against Y2

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>7.520</td>
<td>1.291</td>
<td>5.827</td>
</tr>
<tr>
<td></td>
<td>Training (X1)</td>
<td>.167</td>
<td>.062</td>
<td>.235</td>
</tr>
<tr>
<td></td>
<td>Incentives (X2)</td>
<td>.218</td>
<td>.061</td>
<td>.285</td>
</tr>
<tr>
<td></td>
<td>Work Productivity (Y1)</td>
<td>.275</td>
<td>.066</td>
<td>.353</td>
</tr>
</tbody>
</table>

**Source:** Data processing, 2020.

The form of regression equation can be written as follows: \( Y_2 = 0.235X_1 + 0.285X_2 + 0.353Y_1 + e_2 \)

Diagrammatic path analysis can be shown as follows in Figure 2:

Effect of Training (X1) on Employee Performance (Y2); The path coefficient value (\( \beta_1 \)) = 0.235 with a significant level of 0.008 which means it is significant (Sig < 0.05). Therefore, it is stated where the training variable (X1) has a significant positive impact on employee performance (Y2).

Influence of Incentives (X2) on Employee Performance (Y2); The path coefficient value (\( \beta_2 \)) = 0.285 with a significant level of 0.001 which means it is significant (Sig < 0.05). Therefore, it is stated where the Incentive variable (X2) has a significant positive impact on Employee Performance (Y2).

Effect of Work Productivity (Y1) on Employee Performance (Y2); Path coefficient (\( \beta_3 \)) = 0.353 with a significant level of 0.000 which means significant (Sig < 0.05). Therefore, it is stated where the Work Productivity variable (Y1) has a significant positive impact on Employee Performance (Y2).
Determination Test (R-Square) Structure 2 Structure; The value of the determinant or R-Square (R2) is 0.538 or 53.8%. This shows that 53.8% of changes in employee performance (Y2) can be managed well with changes in Training (X1), Incentives (X2), and Work Productivity (Y1). In comparison, the remaining 46.2% can be explained by other variables apart from the research. More details can be seen in the following Table 5 and Table 6.

Table 5. Determinant Coefficient Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R-Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.734*</td>
<td>.538</td>
<td>.526</td>
<td>1.527</td>
</tr>
</tbody>
</table>

Source: Processed data, 2020

Table 6. Hypothesis Test Results

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Value</th>
<th>Sig.</th>
<th>Inferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training has a significant positive impact on work productivity at PHC in Bissapu Subdistrict, Bantaeng Regency</td>
<td>0.476</td>
<td>0.000</td>
<td>Positive and Significant</td>
</tr>
<tr>
<td>Incentives have a significant positive impact on work productivity at PHC in Bissapu Subdistrict, Bantaeng Regency</td>
<td>0.253</td>
<td>0.004</td>
<td>Positive and Significant</td>
</tr>
<tr>
<td>Training has a significant positive impact on the performance of employees at the PHC in Bissapu Subdistrict, Bantaeng Regency</td>
<td>0.235</td>
<td>0.008</td>
<td>Positive and Significant</td>
</tr>
<tr>
<td>Incentives have a significant positive impact on the performance of employees at the PHC in Bissapu Subdistrict, Bantaeng Regency</td>
<td>0.285</td>
<td>0.001</td>
<td>Positive and Significant</td>
</tr>
<tr>
<td>Work productivity has a significant positive impact on employee performance at PHC in Bissapu Subdistrict, Bantaeng Regency</td>
<td>0.353</td>
<td>0.000</td>
<td>Positive and Significant</td>
</tr>
<tr>
<td>Training has a significant positive impact on employee performance through work productivity at PHC in Bissapu Subdistrict, Bantaeng Regency</td>
<td>0.168</td>
<td>0.024</td>
<td>Positive and Significant</td>
</tr>
<tr>
<td>Incentives have a significant positive impact on employee performance through work productivity at PHC in Bissapu Subdistrict, Bantaeng Regency</td>
<td>0.090</td>
<td>0.070</td>
<td>Positive and Insignificant</td>
</tr>
</tbody>
</table>

5. Discussion

The results of this study are supported by (Budiartha et al., 2015; Haryati and Sibarani, 2015; Nanang, 2020; Salama et al., 2017; Upusapporiah and Mattalatta, 2017), who conclude that there is a positive and significant effect of training on work productivity. One of the keys to the success of the organization is directing its goals. The training that follows will increase knowledge, understanding, skills, and conceptual skills to carry out work activities, increasing work productivity, meaning that organizational resources will be more effective and efficient.

This study is supported by (Febrianto et al., 2016; Climate, 2020; Rompis and Sendow, 2019; Rori and Laloan, 2020), who conclude that there is a positive and significant effect of incentives on work productivity. The provision of incentives is a stimulus for employees to maximize their power and thoughts for the organization's benefit. More incentives are given relatively, and rewards to employees will increase their work productivity.

The results of this study are supported by (Gultom et al., 2019; Malik et al., 2020; Marjaya and Pasaribu, 2019; Mustikawati and Ansar, 2019; Nugraha et al., 2020; Ramang et al., 2019; Rosmawati et al., 2019; Solihin et al., 2019) which concluded that there was a positive and significant effect of training on performance. Training is an essential means to improve the ability of employees in their organization. More often, the more training is carried out, the more
skilled the employee is at work, and skilled employees certainly provide good work results such as the work being done to be of high quality. Able to do a better job without feeling pressured and even raises a commitment between himself and his organization.

The results of this study are supported by (Bahari et al., 2019; Sintoso and Heryenzus, 2021; Wawo et al., 2018; Zulkarnaen and Suwarna, 2017), who conclude that there is a positive and significant effect of incentives on performance. Incentives as a form of appreciation given by the organization for achievements in work, and incentives can trigger better work results. The better the incentives provided will encourage the improvement of the employee's performance.

The results of this study are supported by (Andriani et al., 2020; Bahri, 2016; Michaelis et al., 2015; Zulkarnaen and Suwarna, 2017), who conclude that there is a positive and significant effect of work productivity on performance. Work productivity is the maximum utilization of potential to achieve the best results from a job. Employees with a good level of productivity will lead to increased performance, higher quality work output and can be completed by the specified time.

Training is an essential aspect in developing organizational resources, through practical training will make employees more proficient at work so that they become productive in their work and performance can be improved.

Incentives are a stimulus to encourage employees to work better; incentives also mean an award given by the organization to achieve the employee's performance. The better incentives received by employees should be able to increase their productivity and have an impact on improving their performance. But sometimes, not everyone can judge well the incentives provided.

6. Conclusion

Based on the results and discussion, it can be concluded that training and incentives can improve performance directly and indirectly through work productivity. What is different in this study is to separate productivity and performance, that not all productive employees show good performance, but good performing employees will undoubtedly be productive at work.

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