

## **THE INFLUENCE OF TRAINING, ADDITIONAL INCOME, AND DISCIPLINE OF EMPLOYEE TOWARDS THE PERFORMANCE OF CIVIL SERVANTS IN THE REGIONAL APPARATUS ORGANIZATION OF PALU CITY**

**Dewi Sukryani, Harifuddin Tahir, Lina Mahardiana**

Email: [rriidewi@gmail.com](mailto:rriidewi@gmail.com)

Economics and Business Faculty Of Tadulako University

### **ABSTRACT**

This research aims to find out the influence of Work Training, Additional Income, and Discipline of Employee towards the Performance of Civil Servants in the Regional Apparatus Organization in Palu city. The research sample were 118 respondents of Echelon III Civil Servants in Palu City who was selected through a simple random sampling technique. Data were analyzed using multiple linear regression analysis. The results of the research show that work training, additional income, and work discipline simultaneously have a significant influence on performance of employee in the Regional Apparatus Organization of Palu city. Work training has a positive and significant influence on performance of employee in the Regional Apparatus Organization of Palu city. Additional income has a positive and significant influence on performance of employee in the Regional Apparatus Organization of Palu city. Work discipline has a positive and significant influence on performance of employee in the Regional Apparatus Organization of Palu city.

**Keywords:** Training, Additional Income, Employee Discipline and Performance

### **INTRODUCTION**

The quality of public services provided by government organizations to the community is determined by the availability of good human resources so that they can provide services according to their respective main tasks and functions in achieving goals according to the organization's vision and mission. According to Mahaardiana dan Thahir (2019:46), low performance of employee can be seen from the form of services provided by the employees themselves. Because of the importance of developing human resources in government organizations, it is the responsibility of the leadership to provide opportunities for employees to attend training. This is done so that employees can achieve their potential in totality because the more complex a government organization is, the higher the need for quality human resources. In connection with the above, then one way to improve human resources is through planned and sustainable training. In improving the quality of human resources, in addition to providing employee training, of course, it must also be supported by a disciplined attitude and the provision of adequate performance allowances so that it can spur work morale in carrying out the assigned responsibilities so that it is expected to have implications for improving the performance of qualified and profitable employees for the organization.

According to Rivai (2011:212), Training is a process of systematically changing employee behavior to achieve organizational goals. Training is related to the skills and abilities of employees

to carry out current jobs. Training has a current orientation and helps employees to achieve certain skills and abilities to be successful in carrying out their work. According to Fathoni (2006:97) what is meant by training is an effort to transfer skills and knowledge to the trainees in such a way that the participants receive and conduct training when carrying out their work. The knowledge and skills developed should be specific and practice should be directed at changing the behavior that has been identified. Trainers must also learn specific skills or techniques that can be demonstrated and observed in the workplace.

Local Government Organizations consist of structural and functional positions. Structural positions consist of Echelon Officers namely Echelon II, Echelon III, and Echelon IV. Each level of this position has a different role and function, the Echelon II position is the head of an agency. Furthermore, Echelon III Structural Officials in their implementation are heads of fields or middle managers in work units. The next level is the Echelon IV position, namely the section head or line manager in the work unit. Of the three positions, employees who are at the Echelon III level play a role and are responsible for carrying out tasks, translating, and realizing activity programs according to the plans and directions of the agency leadership. Employees in this position must have tactical leadership competence in coordinating each assigned task and be able to innovate according to their field of work according to the vision and mission of the organization, Echelon III structural officials must be able to determine the area and focus of change. For this reason, in addition to being supported by the provision of work facilities, Echelon III employees are also given training which is expected to increase capacity, competence, and insight, as well as additional income in the form of allowances which are expected to improve performance of employee in carrying out their duties.

Hasibuan (2009), said that if the compensation given is appropriate, the employee's performance will be better, on the contrary, if the compensation given is not appropriate, the performance will be worse. Yinawati (2007), suggests that compensation is very influential on performance of employee in an organization, if compensation is given appropriately, performance of employee can increase and vice versa. Siagian (2008), suggests that management and workers need to be aware of the very close relationship between the level of wages and salaries and the level of performance of employee. Yuniarsih (2013), argues that compensation is a service reward provided by the organization to workers because these workers have contributed energy and thoughts to the progress of the organization to achieve the goals set.

In the Palu City Government, the term performance allowance is referred to as Additional Employee Income (TPP). Based on Palu Mayor Regulation Number 8 of 2021 concerning Provision of Additional Income for Civil Servants, the basis for providing TPP is in the context of improving performance, discipline, service quality, and improving employee welfare, in its implementation using the following principles: Efficiency/optimization of the regional budget ceiling and Equal pay for equal work, namely the award is adjusted to the price of the position and the achievement of performance. Additional income for employees can increase or decrease in line with the increase or decrease in performance. There is a close relationship between additional income for employees and performance of employee, it can also be said that additional income for employees is a process of giving rewards given to employees for the work achieved by employees. The provision of additional income for employees is carried out fairly and appropriately by the weight of the work and responsibilities to stimulate productivity and ensure employee welfare.

Employees who have received performance allowances must have measurable performance in the daily work performance report.

Based on Palu Mayor Regulation Number 2 of 2012 concerning Provision of Additional Income for Structural Officials within the Palu City Government, the Palu City Government provides additional income to Echelon III Officials with a nominal amount of IDR. 1,500,000, - (One Million Five Hundred Thousand Rupiah) up to IDR. 2,000,000,- (Two Million Rupiah) which is only based on counting the number of attendance and following the morning and afternoon apples. However, in 2020, based on the Regulation of the Mayor of Palu No.1 of 2020 concerning the Amount of Additional Income for Civil Servants in the Palu City Government, employees are given an increase in additional income every month outside of the basic salary and other incentives, where the value is approximately 2 to 5 times the amount of the previously received income allowance. Especially for Echelon III officials, the additional value of income given is not the same at every level of the same position in Regional Apparatus Organizations, the determination of which is adjusted based on the parameters: Position Class, Regional Fiscal Capacity Index, Construction Cost Index, and Regional Government Administration Index, with additional income value lowest Starting from IDR. 4,000,000 (Four Million Rupiah) up to IDR. 7,000,000, - (Seven Million Rupiah). However, this allowance is given only based on discipline and performance by their main duties and functions, so that employees who are not present on time do not receive additional income with the same value as employees who show discipline. The policy of providing additional employee income benefits is expected to improve employee welfare so that it can encourage performance of employee improvement, especially in public services.

However, a problem arises that the payment of additional income, which aims to motivate employees, has not had an impact as expected, the article is that various problems are still found, especially employee discipline, where employees who only fulfill the element of attendance at the morning meeting, but do not carry out their main duties and function properly, are given the same additional income as employees who are loyal to their duties, besides that the leadership finds it difficult to know which employees carry out their duties and responsibilities well and who have not carried out their duties properly, then the role of the government is also very important in additional payments. the assessed income is often late in providing or paying additional income for employees. To implement a more effective way of working in improving good performance, in particular making it easier to monitor employee attendance, the Palu City Government implemented one policy, namely the application of morning and afternoon attendance based on the Presentku application. The use of these android-based applications in general runs quite well, although in the field implementation they still encounter several obstacles, including limited human resources for users, especially the limited ability of employees to understand and use it, and internet network disturbances which sometimes also affect the application not running optimally.

Satrohadiwiryo (2002:291) explains the meaning of discipline as follows: "An attitude of respect, respect for obedience and obedience to the applicable regulations, both written and unwritten, and able to carry out them, and does not avoid receiving sanctions if he violates his duties. and the powers conferred on him. Work discipline according to Rivai (2005:444) is: "A tool used by managers to communicate with employees so that they are willing to change behavior

as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms.

Mangkunegara (2009: 67), argues that performance of employee is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. Soeprihanto (2001: 34), states that the performance or work performance of an employee is the result of an employee's work during a certain period compared to possibilities, for example, standards, targets, or performance that have been determined in advance and have been mutually agreed upon. Individual and organizational performance have a very close relationship. The achievement of organizational goals cannot be separated from the resources owned by the organization that is driven or run by a group of people who play an active role as actors to achieve organizational goals. (DenHartog, et al, 2004; Mahaardiana dan Thahir, 2019) Performance is doing an activity and perfecting the work by the responsibilities that can ultimately achieve the results that are expected.

The Palu City Government continues to make various efforts to improve employee discipline, especially complying with working hours in and out of the office and working hours used, but this has not shown a significant increase in discipline. If this continues, it will have an impact on decreasing organizational performance, where the results of observations and interviews with the Head of the Education and Training Division at the Regional Employment and Human Resources Development Agency of Palu City on September 10, 2020 the impact of the decline in performance can be caused, among others, by a lack of good communication and coordination between the leadership and all elements of employees within the scope of the Regional Apparatus Organization of Palu City, the implementation of priority activities is not discussed before being carried out, employee work behavior in implementing employee work discipline is still lacking, for example employees coming and going home not on time, low the work ethic of completing tasks on time and the role of leadership in supervising and creating cohesiveness among employees where each part of the Regional Apparatus Organization of Palu City still maintains its sectoral ego, which will result in decreased morale.

## **METHOD**

Causal descriptive research type is carried out to make a systematic and accurate description or description of the facts studied. According to Gay (in Umar, 2005: 21) the descriptive research method aims to answer questions regarding something at the time of the research. The purpose of Causal research is to examine the causal relationship between the hypothesized variables. This causal descriptive research tries to produce scientific information through hypothesis testing, which will describe the relationship between two or more variables to determine whether a variable is associated or not with other variables. The location of this research was carried out in the Regional Apparatus Organization of Palu City, while the research results were carried out after the authors finished the proposal exam and obtained a research permit from the academic section, using various combinations of techniques to obtain valid data (Sukmadinata, 2009: 94).

The population in this research was 169 Echelon III Civil Servants at the Regional Apparatus Organization of Palu City. The population in this research will be used as a sample that wants to analyze training and additional income on performance. The research sample was determined

based on the Slovin formula with a sample size of 118 employees in the Regional Apparatus Organization of Palu City. The sample determination of 118 employees above was considered representative because it represented the entire research population and the respondents were echelon III employees at the Regional Apparatus Organization of Palu City. The sampling method is randomly using a simple random sampling technique with code names without regard to the existing strata in the population (Sugiyono, 2012: 120). From the results of simple random sampling by shaking the lottery like an arisan, a sample of echelon officials was obtained in every Regional Apparatus Organization of Palu City. The sample used in this research were all echelon III officials in the Palu City Government.

In connection with this research, to find out the influence of the variables of Employee Training, Additional Employee Income, and Employee Discipline on the Performance of Echelon III Civil Servants in the Regional Apparatus Organization of Palu City, multiple linear regression analysis was used, because the observational data consists of several independent variables, where the estimation of the equation is intended to draw a pattern, the relationship/function that exists between these variables.

## RESULTS AND DISCUSSION

### Results

The results of multiple linear regression, are the results of tests that have been carried out between the independent variable and the dependent variable. Where the test is carried out to determine the influence of independent variables either simultaneously or partially on a dependent variable. This research used three independent variables and one dependent variable. Respondents were taken among as many as 118 people, and the results of the calculation of the influence of the independent variable on the dependent variable, are summarized in the following table :

Table 1

Variables	Unstandardized coefficient B	Sig.t	Description
(Constant)	1,459	0,000	Significant
Training (X <sub>1</sub> )	0,334	0,000	Significant
Additional Income (X <sub>2</sub> )	0,189	0,002	Significant
Discipline (X <sub>3</sub> )	0,117	0,005	Significant
R	0,805	Sig F	0,000
R Square	0,649		

Source: Appendix (Data processed, 2021)

Based on the table above, it can be seen that the magnitude of R is 0.805 which means multiple correlations between the variable of training(X<sub>1</sub>), Additional Income (X<sub>2</sub>), and work discipline (X<sub>3</sub>), on the performance-dependent variable (Y), is included in the medium category, based on the category (Sugiyono 2012).



Table 2

No	Coefficient Interval	Relationship Level
1	0,000 - 0,199	Very low
2	0,200 - 0,399	Low
3	0,400 - 0,599	Moderate
4	0,600 - 0,799	Strong
5	0,800 - 1,000	Very strong

*Source: Sugiyono (2013)*

From the table above, it is known that the R square value of 0.649 indicates that 64.9% of the variation in changes in the dependent variable, namely the achievement of performance (Y) can be explained by variations in changes in the independent variables, namely training (X1), additional income (X2) and discipline (X3). While the remaining 35.1% is explained by causes or other variables outside the research variables.

Based on the results of the regression analysis calculations in table 4.10, the following regression equation can be obtained :

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3$$

$$Y = 1.459 + 0.334 X_1 + 0.189 X_2 + 0.117 X_3$$

The regression equation above can be concluded as follows:

$a = 1.459$  which means that if training, additional income, and work discipline are considered zero, then the performance of employee value will remain at 1.459.

$b_1 = 0.334$  which means that if there is an increase in work training, it will affect performance of employee by 0.334

$b_2 = 0.189$  which means that if there is an increase in additional income, it will affect the performance of 0.189.

$b_3 = 0.117$  which means that if every discipline occurs, it will affect the performance by 0.117.

## Discussions

Based on the results of the analysis, shows that training, additional employee income, and work discipline have a positive and significant influence on the performance of Civil Servants in the Regional Apparatus Organization of Palu City. This is in line with research conducted by Fitriadi et al (2022) which states that training, compensation, and work discipline have a positive and significant influence on performance of employee. Implementation of a training or development program carried out by the Regional Apparatus Organization of Palu City to make employees, especially echelon officials carry out a transformation process. This training is carried out by looking for elements that are needed by employees which later by being given the training can improve their ability to work and, in the end, can improve performance of employee. In addition, additional employee income or commonly referred to as "TPP" is one of the external factors that can affect the performance of the employee himself. TPP is likened to an award in the form of additional income given to employees for their performance to increase employee morale. Work discipline is the most important thing that must be instilled in employees. The more disciplined employees, the higher the level of work productivity done. With discipline, employees can improve their performance. The importance of work discipline as a whole depends on the performance of each employee individually, which in the end providing training, providing additional income or TPP, and applying work discipline will be able to improve performance of

employee, especially echelon officials who are in the Regional Apparatus Organization of Palu City.

Based on the analysis results show, that training has a positive and significant influence on performance. This is in line with research conducted by Leonardo (2015) whose results show that training, job placement, and compensation either simultaneously or partially have a positive influence on performance of employee. This means that training, job placement, and compensation are variables that affect performance of employee in banking so the banking industry to improve performance of employee needs to pay attention to proper employee placement training and compensation by the workload. The training is carried out to close the "gap" between the skills or abilities of employees and job requests as well as to improve the efficiency and effectiveness of employees' work in achieving the work targets that have been set. The training provided to employees is very important so that at work, employees have better control over the work being carried out or to be held in the future. The training is intended to provide opportunities for employees to develop skills and abilities at work. Training is a systematic process of changing the behavior of employees to achieve the goals expected by the agency. On the other hand, the phenomenon is that there are still many employees who do not have the ability in their field of work. In essence, training programs are provided as an addition to efforts to maintain and develop the capabilities and readiness of employees in carrying out all forms of tasks and work challenges they face.

Based on the analysis results show, that additional income has a positive and significant influence on performance that with the policy of providing additional income that is appropriate and acceptable to employees, it will improve the Performance of Employees, especially Echelon Officials. This is in line with research conducted by Madjid (2016) the results show that in general if additional employee income and work abilities continue to be improved and improved in quality, it will lead to an increase in performance of employee. Hasibuan (2002), said that the purpose of providing additional income, among others, is for employee job satisfaction which will later maintain the stability of the employee himself so that it can reduce the turnover rate. In addition, employees will also be spared from the influence of labor unions and ultimately only concentrate on their work.

Based on the results of the research, shows that work discipline has a significant influence on performance of employee at the Regional Apparatus Organization of Palu City. The thing that needs to be considered in achieving high performance is employee discipline. Someone successful or accomplished is usually who has high discipline. A person who is healthy and strong usually has good discipline, in the sense that he has regularity in taking care of himself. The main characteristic of discipline is the existence of regularity and order. Various efforts need to be made by the Regional Apparatus Organization of Palu city so that all employees, especially echelon officials, can work more effectively and efficiently. The importance of work discipline as a whole is highly dependent on the performance of each employee. Ideally, each employee can carry out their duties properly, so that everything goes as expected, and quality service is created. The results of research conducted by Hardani (2016) show that the performance allowance and work discipline applied will improve the performance of Civil Servants. The value of good performance is believed to be able to improve organizational performance in solving problems faced.

## CONCLUSIONS

Based on the results and discussion of the research, the authors can draw several conclusions. Training, additional income, and work discipline simultaneously significantly affect the performance of Civil Servants in the Regional Apparatus Organization of Palu City. Work training has a positive and significant influence on the performance of Civil Servants in the Regional Apparatus Organization of Palu City. Additional income has a positive and significant influence on performance of employee which means that there is an additional income impact that affects the performance of Civil Servants in the Regional Apparatus Organization of Palu City. Work discipline has a positive and significant influence on the performance of Civil Servants in the Regional Apparatus Organization of Palu City.

## REFERENCES

- Anwar Prabu Mangkunegara, 2009. *Evaluasi Kinerja Sumber Daya Manusia*, Penerbit Refika Aditama. Bandung.
- Fanthoni, Abdurrahman, 2006. *Manajemen Sumber Daya Manusia*, Rineka Cipta. Jakarta
- Fitriadi, F. Zainul, M. Enggok, M.S. (2022). *Pengaruh Pendidikan Dan Pelatihan, Kompensasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Pengadilan Tinggi Banjarmasin*, Doctoral dissertation, Universitas Islam Kalimantan (MAB).
- Hasibuan, Malayu S.P. 2002. *Manajemen Sumber Daya Manusia*. Bumi Aksara. Jakarta.
- Hasibuan, Malayu, 2009. *Manajemen Dasar, Pengertian, dan Masalah*, PT Bumi Aksara. Jakarta.
- Husein Umar, 2005. *Metode Penelitian Untuk Skripsi dan Tesis Bisnis*, PT. Raja Grafindo Persada. Jakarta
- Leonardo William Goni, Adolfina A, Jacky Sumarauw. 2015. *Pengaruh Pelatihan, Penempatan Kerja, dan Kompensasi Terhadap Kinerja Karyawan Pada PT. Bank Sulutgo Kantor Pusat Manado* *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi* Vol 3, No 4 (2015)
- Liza Hardani, Ahmad Alim Bachri, Dahniar, 2016. *Pengaruh Tunjangan Kinerja dan Disiplin Kerja Terhadap Kinerja Pegawai Negeri Sipil Balai Karantina Pertanian Kelas I Banjarmasin*, *Jurnal Wawasan Manajemen*, Vol. 4, Nomor 1, Februari 2016.
- Mahardiana, L. Thahir, H. 2019. *A Study of Comptence and Motivation of Employees to Achieve Performance in A Supermarket. Review of Behavioral Aspect in Organizations dan Society*. Vol.1. No.1, pISSN: 2656-2693. 1145-1156. <https://doi.org/10.32770/bros.vo>
- Meriana Madjid, 2016. *Pengaruh Tambahan Penghasilan Pegawai (TPP) Dan Kemampuan Kerja Terhadap Kinerja Pegawai Pada Badan Perencanaan, Penelitian Dan Pembangunan Daerah (Bappeda) Kabupaten Morowali*, *E Jurnal Katalogis*, Volume 4 Nomor 8, Agustus 2016.



Peraturan Wali Kota Palu Nomor 8 Tahun 2021 tentang Pemberian Tambahan Penghasilan Pejabat Struktural Dalam Lingkungan Pemerintah Daerah Kota Palu. s

Rivai, Veithzal. 2005. Manajemen Sumber Daya Manusia Untuk Perusahaan dari Teori Ke Praktik, PT. Raja Grafindo Persada. Jakarta.

Rivai, Veithzal, 2011. Manajemen Sumber Daya Manusia Untuk Perusahaan dari Teori dan Praktik, PT. Raja Grafindo Persada. Jakarta.

Siagian, Sondang, 2008. Manajemen Sumber Daya Manusia, Edisi Pertama, Jakarta, Binapura Aksara.

Sastrohadiwiryo Siswanto, 2002. Manajemen Tenaga Kerja Indonesia, Edisi 2, PT. Bumi Aksara. Jakarta.

Sukmadinata, 2009. Landasan Psikologi dan Proses Pendidikan, PT Remaja Rosdakarya. Bandung.

Sugiyono, 2012. Memahami Penelitian Kualitatif, Alfabeta. Bandung

Soeprihanto, Jhon, 2001. Penilaian Kinerja dan Pengembangan Karyawan, Edisi Pertama, Cetakan Kelima BPFE, Yogyakarta

Suwatno, dan Tjutju Yuniarsih, 2013. Manajemen Sumber Daya Manusia, Alfabeta. Bandung

Yinawati, 2016. Pengaruh kompensasi terhadap kinerja karyawan, Journal of Management and Sustainability, Vol 4 No.2 Hlm 39.