
The Influence of Job Description Implementation, Training and Providing Incentives on Employee Performance at PT. Single Paint Factory Djaja Indah Waru-Sidoarjo

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Abstract

Based on the observations of researchers, employees at PT. Djaja Indah Single Paint Factory, there are some employees who feel that satisfaction lies in other things, but on the one hand they also don't get a point of satisfaction from the authority over the industry for their employees and they don't like and like their work. towards the direction and goals of employees' desire to work in the PT industry. Single Paint Factory. the method used is survey method, questionnaire technique. With a population of 40 and a sample of 40 while the data is quantitative. With primary data sources using SPSS tools. The results of the T test concluded that the Job Description variable (X1) has influence and significance on employee performance. training variable (X2) has significant influence on employee performance. that the Incentive variable (X3) has significant influence on employee performance. The results of the F test variable Job Description, Training and Incentive simultaneously or jointly affect the performance of employees at PT. Djaja Indah Single Paint Factory.

Keywords: Job Description, Training, Incentives, Employee Performance

INTRODUCTION

PT. Djaja Indah Single Paint Factory is a manufacturer that was established in 1963. Starting from producing damar and thinner paints, it has now developed into various types of paints. With the motto "We Faithfully Build With You". The industry has employees that range from undergraduate to uneducated.

Based on the observations of researchers, employees at PT. Djaja Indah Single Paint Factory, there are some employees who feel that satisfaction lies in other things, but on the one hand they also don't get a point of satisfaction from the authority over the industry for their employees and they don't like and like their work. towards the direction and goals of employees' desire to work in the PT industry. Djaja Indah Single Paint Factory, for example, employees are negligent in their work because there is something they don't understand about their respective job duties and responsibilities, this can cause big problems at PT. Djaja Indah Single

Paint Factory. Meanwhile, according to research conducted by Fitri Nur Annisa. (2016). Whereas job descriptions and job training affect employee performance. Not only that, Hasibuan also argues that (2007: 63) Placement of employees is a follow-up to choosing, namely placing prospective employees who are accepted (passing elect) in positions / jobs that need them and at the same time delegating authority to that person. Thus, the prospective employee will be able to carry out his duties in the position concerned. So determining the right placement with the ability of employees is very important to do.

Where there are still employees who do not comply with the regulations, one of which is the discipline of punctuality in working hours and also a lack of intention to work due to the wrong placement, where according to Astamarini (2019) states that the intention to leave is closely related to existing work engagements (yoga and siti munaja) 2022 p 934.

And also the success of a company depends on the resources that are in it so that it is very important for companies to pay attention to, especially human resources, this is a company asset that must be maintained. According to (MM Papayungan, 1995: 110) Two aspects of human potential, namely, quantity and quality. To develop quality aspects can only be achieved with the development of human resources. With the training conducted by the company for employees. Training is essentially a learning process. Therefore to train employees, knowledge of how people learn is needed. In an organization that pays attention to productivity, education and training are the most important facts. Everyone is encouraged and coached. In this case learning and practicing is an endless or lifelong process. With education and training, it is hoped that everyone can improve their skills and expertise. Muhammad Darari Bariqi (2018).

At the time of conducting the pre-research, according to the staff, there was minimal delivery of modules during work practices and not using the services of trusted professional training institutions and a lack of various media such as photos, pictures, videos or illustrations that could inspire enthusiasm to give reactions. From the observations of researchers it was also found that the incentives provided by PT. The Djaja Indah Single Paint Factory for employees is not completely comprehensive, whereas according to Yop Haris. (2014) Incentives have a significant effect on employee performance. So that due to the lack of incentives, employees cause disappointment and lack of enthusiasm at work.

Not only is the employee's performance at work low, it is also seen that the employee's performance is still not in line with industry expectations. With the aim to find out whether the Job Description, Training and Incentive variables have an effect between partial and simultaneous and which variable is the most dominant on the employee's performance.

LITERATURE REVIEW

Job Descriptions

Job descriptions is written data that describes the duties and responsibilities, job conditions, work ties, and aspects of work in a particular position in the job. (Hasibuan, 2007: 33).

For Hasibuan (2011: 173) job description is an explanation of the duties and responsibilities that will be carried out in that position. Hasibuan (2007: 33). Work placement means allocating employees to certain work positions, especially for new employees. For old employees who do not occupy positions or jobs, there is a target for employee placement in the sense of maintaining their position or transferring them to other positions Rivai (2011: 198)

indicators according to Hasibuan (2007: 36), say job description markers are universal.

- a. Tasks to be performed After occupying an official position
- b. Responsibilities The expertise of an employee in carrying out the tasks assigned to him and the ability to pay for carrying out the responsibilities given by the industry.
- c. Skills or learning required Each position that exists each requires skills and what learning is required to occupy the position.
- d. Circumstances Where the position is carried out by an employee who sits in a position, an employee who sits in a position must be able to see conditions, and master what must be done internally and externally in the organization.
- e. Type and quality of people needed for the position A person who wants to take office must meet the criteria set by the industry.

Training

For Gary Dessler in Suwatno (2011: 118) job training is the process of directing new or existing employees, the lower skills they need to do their job. In contrast to Andrew E. Sikula's comments in Suwatno (2011: 117) training (training) is a short-term learning process that uses systematic and organized procedures in which non-managerial employees pursue technical knowledge and skills within a limited range of objectives.

Based on the statements above, the job training indicators include:

- 1) Experience,
- 2) Thinking Skills,
- 3) Attitude,
- 4) Proficiency

Incentive

According to Hasibuan (2013: 117) states that incentives are additional remuneration given to certain employees whose achievements are above the

performance standard. This incentive is a tool used by proponents of the principle of justice in providing compensation.

Providing Incentives Indicators that affect the amount of employee incentives within a company include:

1. Show,
2. Length of work,
3. Seniority,
4. Need,
5. Justice and Equality,
6. Job evaluation

Employee performance

According to sedarmayanti (2015). Performance is a record of the results produced from a certain activity, during a certain period of time. There are several factors that affect performance. Such as effectiveness and efficiency, authority, discipline and initiative.

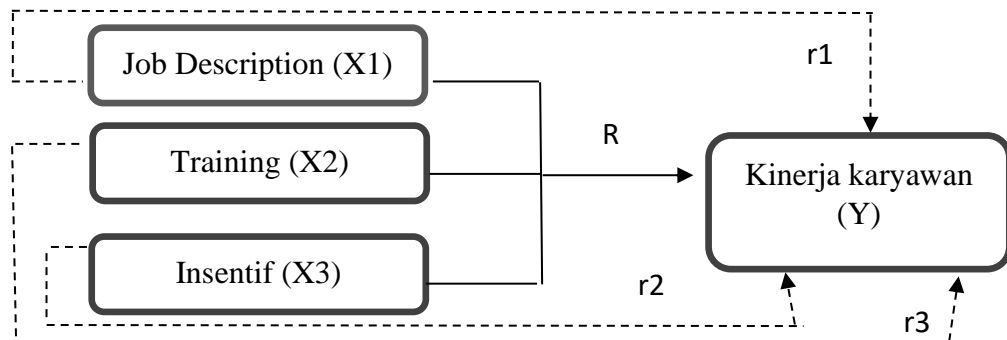
According to Robbins (2006) there are six indicators to measure individual employee performance namely.

- A. Quantity of Work: generated and expressed in the amount, unit, cycle of completed activities.
- B. Quality : as measured by employee perceptions of the quality of work.
- C. Timeliness: Timeliness is the level of activity completed on time.
- D. Effectiveness: Effectiveness is the level of use of organizational resources (energy, money, technology, raw materials).
- f. Maximize : With the intention of increasing the yield per unit in the use of resources.
- E. Mandiri: The level of commitment of an employee who will be able to carry out his job functions.

METHODS

The qualitative method uses a survey, the survey method is a study that takes samples at a certain time from a population with a questionnaire instrument as a primary data collection tool. With a population of 40 and a sample of 40 as well so that all populations are sampled. The measurement scale in this study uses a Likert scale with a range of 1-5 with analytical techniques using the SPSS tool.

Concept Models



Caption :

- : Influence in a manner simultaneous
 : -----→ : Influence in a manner Partial
 R : For know influence in a manner simultaneous from *Job Description*, *Training*
 And *Incentive* to performance employee at PT. Djaja Indah Waru Single Paint
 Factory Sidoarjo
 r1: For know influence in a manner damn from *Job Descriptions* (X1)
 r2 : For know influence in a manner damn from *Training* (X2)
 r3 : For know influence in a manner damn from *Incentive* (X3)

RESULTS AND DISCUSSION

Validity Test Results

The validity test was carried out to find out how far the measuring instrument (questionnaire) is feasible to measure what is desired. Whether or not this measuring tool is valid can be tested by correlating the scores obtained on each question item with the total score obtained from the sum of the scores of all questions. If the correlation between the total score and the score of each question is significant, then the measuring instrument can be said to be valid.

that the significant level with 40 respondents is 0.312. So The variable is declared valid if the correlation coefficient is > 0.312 (for $n = 40$ and a significance of 5%). From the results of the validity test can be seen from the correlation calculation on below this:

Validity Testing Results

1. Variable Job Description (X1) with indicators : Duties / Jobs, Responsibilities, Knowledge, Conditions, Quality declared valid because the Correlation Coefficient is higher than the r-table.
2. Training Variable (X2) with indicators: Experience, Capabilities, Attitudes, Skills are declared valid as well because the Correlation Coefficient is higher than the r-table.
3. Incentive variable (X3) with indicators: Performance, length of service, seniority, needs, fairness and needs, position evaluation. Valid because the correlation coefficient is higher than the r-table.
4. Performance of employees with indicators: Quantity of work, Quality, Timeliness, Effectiveness, Maximize, Independent. It is declared valid because the correlation coefficient is higher than the r-table.

So all indicators are declared valid so that they can be included in the next process.

Reliability Test Results

According to Suratna Sujerweni 2014 to determine the level of reliability of the research instrument is carried out through a reliability test. If the alpha coefficient > 0.6 then the variable/instrument can be declared reliable. Using the Alpha Cronbach method can be seen in the table below:

Table 1. Reliability Test Results

Variable	Cronbach 's Alpha	>/<	Standard Items	Information
X 1	0.763	>	0.6	Reliable
X 2	0.745	>	0.6	Reliable
X 3	0.736	>	0.6	Reliable
Y	0.759	>	0.6	Reliable

source : Primary data collected by the author.

All research variables consist of Job Description Commitment (X1) with an alpha coefficient value of $0.763 > 0.6$ so that it is declared reliable, Training (X2) with an alpha coefficient value of $0.745 > 0.6$ so that it is declared reliable, Incentives (X3) with an alpha coefficient value of $0.736 > 0.6$ so that it is declared reliable and employee performance (Y) with an alpha coefficient value of $0.759 > 0.6$ so that it is declared reliable. The independent variable and the dependent variable have a level of reliability or consistency for use in research because the alpha coefficient is > 0.6 so that all variables can be included in the next analysis process.

Statistic analysis

Multiple Linear Regression Analysis

Multiple linear regression analysis is an analytical tool for predicting the effect value of two or more independent variables on the dependent variable to prove whether there is a functional or causal relationship between or more independent variables and one dependent variable. Multiple linear regression analysis is used to analyze the effect of the independent variables, namely Job Description (X1), Training (X2) and Incentives (X3) on the dependent variable, namely Employee Performance (Y)

Table 2. Results of Multiple Linear Regression Analysis Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	,545	,709		,769	,447
	X1 (<i>Job Description</i>)	,445	,115	,379	3,871	,000
	X2 (<i>Training</i>)	,411	,113	,321	3,204	,003
	X3 (<i>Incentive</i>)	,318	,112	,303	2,834	,007

Data source: Primary data collected by the author.

Based on the table above, a multiple linear regression equation is obtained with the coefficient of the independent variable Job Description (X1) = 0.445, Training (X2) = 0.411, Incentives (X3) = 0.318, so that the regression equation model is obtained in this study. research are as follows:

$$Y = 0.545 + 0.445X1 + 0.411X2 + 0.318 X3 + e$$

Based on the multiple linear regression equation model, it can be interpreted as follows:

$\alpha = 0.545$ a constant of 0.545 states that variable X (independent variable) is not considered (zero value), then the performance of employees at PT. Dajaja Indah Single Paint Factory 54.5%

$b_1 = 0.445$, the value of the regression coefficient of the independent variable Job Description (X1) is 0.445. This means that every increase (X1) is 1 unit, then the performance of PT. The Djaja Indah Single Paint Factory will experience an increase of 0.445 or 44.5% assuming other variables are held constant.

$b_2 = 0.411$, then the value of the regression coefficient of the independent variable Training (X2) is 0.411. This means that every increase (X2) is 1 unit, then the performance of PT. The Djaja Indah Single Paint Factory will experience an increase of 0.411 or 41.1% assuming other variables are held constant.

$b_3 = 0.318$, then the value of the regression coefficient of the Incentive independent variable (X3) is 0.318. This means that every increase (X3) is 1 unit, then the

performance of PT. The Djaja Indah Single Paint Factory will experience an increase of 0.318 or 31.8% assuming other variables are held constant.

From the regression coefficients of each independent variable it shows (0.445 0.411 and 0.318) that the Job Description variable has a greater influence than the training and incentive variables on employee performance at PT. Djaja Indah Single Paint Factory.

Hypothesis test

F testing

If the t test is used to determine the effect of each variable, the F test is used to test the variables simultaneously (together) between the independent variables X1 X2 and X3 on variable Y. The hypothesis proposed is "There is an effect of X1 X2 and X3 together." simultaneously on variable Y.

From the results of the multiple linear analysis that was carried out through the previous SPSS, in the F test we only need to pay attention to the results contained in the "ANOVA" table, which are as follows:

Table 3. ANOVA ^a

Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	317,632	3	105,877	416,880	,000 ^b
	residual	9.143	36	,254		
	Total	326,775	39			

a. Dependent variable: Y (Employee Performance)

b. Predictors: (Constant), X3 (Incentive), X1 (Job Description), X2 (Training)

source : diosh by writer

Based on the table above, it can be seen that the probability value is 0.05 and this value is greater than the sig value. namely 0.000, then the hypothesis is accepted so that the Job Description, Training and Incentive variables simultaneously or jointly affect the performance of employees at PT. Djaja Indah Single Paint Factory

Testing t

Table 4. Test Results t (Partial) Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	,545	,709		,769	,447
	X1 (Job Description)	,445	,115	,379	3,871	,000

X2 (Training)	,411	, 113	,321	3,204	,003
X3 (Incentive)	,318	,112	,303	2,834	,007

a. Dependent Variable : Y (Employee Performance)

source : diosh by writer

The job description variable (X1) obtained a significant value of 0.000 < 0.05 and a t-value of 3.871 > t-table 2.434. From these results it can be concluded that the Job Description variable has influence and significance on employee performance.

The training variable (X2) shows a significance value of 0.003 < 0.05 and a thit ung value of 3.204 > table 2.434. From these results it can be concluded that the training variable has a significant influence on employee performance.

The incentive variable (X3) obtained a significance value of 0.007 < 0.05. From these results it can be concluded that the incentive variable has a significant effect on employee performance.

CONCLUSION

The results of the t test can be concluded that the Job Description variable has influence and significance on employee performance. that training variables have significant influence on employee performance. And also that the Incentive variable has a significant effect on employee performance. So it can be stated from the value of Sig. then it can be said that hypotheses 1 and 3 are accepted

Based on the F test, it is known that the probability value is 0.05 and this value is greater than the Sig value. namely 0.000, the hypothesis is accepted so that the Job Description, Training and Incentive variables simultaneously or jointly affect employee performance.

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For PT. Djaja Indah Single Paint Factory

From the results of this study it is known that the variables Job Description (X1), Training (X2) and Incentives (X3) have a strong correlation level with Employee performance (Y), therefore to improve employee performance the owner of the company must pay attention to these 3 variables, especially the Job Description variable (X1) because this variable has the most dominant influence.

For Further Researchers

This thesis is still far from being perfect, therefore the researcher suggests to the next researcher to further refine the research by adding research variables.

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