

THE INFLUENCE OF TRAINING AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE THROUGH INCENTIVES AMONG HR STAFF AT DR. SAIFUL ANWAR REGIONAL PUBLIC HOSPITAL, EAST JAVA PROVINCE

Handriasti

Merdeka University of Malang
handriasti@gmail.com

Moch Natsir

Merdeka University of Malang

Harianto Respati

Merdeka University of Malang

Elevenson Nadapdap

Merdeka University of Malang

Abstract

This study aims to examine the effect of training and work discipline on employee performance through incentives as an intervening variable among the Human Resources (HR) staff at Dr. Saiful Anwar Regional Public Hospital, East Java Province. The background of the research highlights the challenges in public health institutions where training often becomes a formality and work discipline issues such as absenteeism and procedural violations remain prevalent. A quantitative research method was applied, involving 165 HR employees as respondents. Data were collected through questionnaires and analyzed using path analysis. The results show that both training and work discipline have a direct positive and significant effect on employee performance. Furthermore, incentives play a mediating role, strengthening the influence of training and discipline on performance. These findings suggest that effective training, strong work discipline, and fair incentive systems create a synergistic impact in enhancing employee performance. This study provides managerial insights for hospital management to optimize human resource strategies in order to improve service quality and operational efficiency.

Keywords: Training, Work Discipline, Incentives, Employee Performance, Public Hospital, Human Resources

INTRODUCTION

In the era of rapid industrial development, public organizations, especially those in the healthcare sector, face increasingly intense competition and complex human resource challenges. One of the critical factors determining the success of these institutions is the ability to manage and optimize human capital. Human Resources (HR) are not merely operational assets but strategic drivers of organizational performance.