



THE INFLUENCE OF TRAINING, CAREER DEVELOPMENT, WORKING DISCIPLINE, AND REWARD ON EMPLOYEE PERFORMANCE AT KENDARI CLASS II PORT OFFICE AND PORT AUTHORITY

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ABSTRACT

This study aims to determine and analyze the effect of training, career development, work discipline, and rewards on employee performance at Class II Kendari Port Authority and Harbormaster Office. The determination of the number of samples in this study is to use the census method, namely the number of samples taken from the entire population of 66 employees. As for data analysis techniques in this study using Partial Least Square (PLS). Based on the results of the study it can be concluded that: (1) Training, career development, work discipline, and rewards have a positive and significant effect on performance. It means the better the training, career development, work discipline, and rewards then the performance is increasing; (2) Training has a positive and significant effect on performance. It means the better training, the better performance; (3) Career development has a positive and significant effect on performance. It means the better career development, the better performance; (4) Work discipline has a positive and significant effect on performance. It means the better the work discipline, the performance will increase; (5) Reward has a positive and significant effect on performance. It means the better the reward, the performance will increase.

Keywords: *Training, Career Development, Work Discipline, Reward, Performance*

INTRODUCTION

Every organization needs to think about ways that can be used to develop its human resources to drive progress for the organization and how to make these employees have high productivity. Various efforts that can be taken by the organization are by developing employee human resources. The importance of this development is shown to improve the quality of work in carrying out activities within the organization. The quality of employee resources is improved through employee performance appraisal activities which are used

as a measuring tool to determine employee performance and abilities. This can motivate employees to improve employee performance.

Many factors affect performance, one of which is training. Increasing the performance capacity of employees is to link education. If employee training is perceived as fair and competitive by employees, it will be easier for the agency to attract potential employees, and retain employees to further improve their performance, so that employee performance increases. If an employee works less enthusiastically, it is most likely because the employee is bored or bored. If this is left unchecked it will result in a decrease in performance, of course, it will bring losses to the organization. Because human resources play a very important role in the organization, then human resources must get more serious attention compared to other resources because they have thoughts, feelings, and behaviors that can affect organizational success. This is supported by the factors put forward by Mathis and Jackson (2002) who state that the factors that influence performance are ability and motivation. Performance is the result of an employee or an organizational unit. Good performance is an organizational goal to be achieved.

The phenomenon and reality that occurs are that the training conditions followed by employees are not appropriate. This is because the training process carried out is not under the needs. There are signs that participants are tired, bored, stressed, and so on. Another phenomenon that occurs is the lack of training from the central government, and the appointment of training education participants is only available to certain groups. This can be caused by the lack of leadership attention to these employees in terms of training and lack of motivation from the leadership.

The second factor is career development. Employee career development is a formally structured approach or activity to enhance employee growth, job satisfaction, knowledge, and abilities so that the organization can ensure that people with suitable qualifications and experience are available in the organization.

Career development consists of personal improvement that a person undergoes to achieve his career plans and this is the responsibility of the employee, the manager, and the HR department only assist in career planning and pave the way for that career (Rivai 2016). Career development is very helpful for employees or employees in analyzing their abilities and interests so that they can be more adapted to HR needs in line with the growth and development of the organization.

Phenomenon and reality or conditions that occur in the Kendari Class II KSOP Office that the main obstacle in developing a career is often a problem that employees are not fully aware of. Many employees complain that their careers are not getting better by blaming environmental conditions. This is caused by (1) Lack of self-confidence (potential abilities); In the organizational structure of the organization in general, a pyramid system applies. The higher the position, the fewer available positions so it is more competitive. Facing competition to fill a higher position requires high self-confidence. This feeling of uncertainty about self-competence makes it less than optimal in the selection process for filling positions; (2) Bad habits and behavior (competence); Informal assessments circulating in the office environment also greatly influence management decisions in determining the right officer. Sometimes a person has qualified competence, but it is not matched by a good work attitude such as a lack of sense of responsibility, often absent, laziness, likes to be late; (3) Lack of self-awareness about self-strengths (task field), knowledge, self-skills; This hinders a person from finding a suitable career goal for himself. Compatibility with one's aspirations and abilities is very important, determining whether in pursuing a career one will devote maximum energy or not; (4) Lack of supporting (promotion) Network; the existence of a family that supports our career. Equally important is networking within the Office environment. Not infrequently decisions are taken based on the recommendations of friends or superiors who know themselves.

The third factor is work discipline. Employee performance in an organization is strongly influenced by employee discipline. Indiscipline and discipline can be a role model for others. If the work environment is all disciplined, then an employee will follow the discipline, but if the organization's work environment is not disciplined, then the majority of employees will follow it. Discipline is an attitude, behavior, and action that complies with organizational regulations, both written and unwritten (Suwondo & Sutanto, 2015).

Rivai (2013) suggests that a work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior as well as an effort to increase their awareness and willingness to comply with all applicable organizational regulations and social norms.

Phenomenon and reality or conditions that occur inKSOP Class II Kendari employees who have not been able to complete the job properly, so that the work that has been set according to the targets set by the leadership cannot be completed properly. Lack of employee work ability in completing tasks will have an impact on employee performance. Each employee must have the ability to work under the education of each employee and must also be under the tasks given by the leadership so that they will find it easier to complete tasks and can improve work performance. Civil Servants are mostly disciplined, some employees are not disciplined such as being on time to work or not being on time and that is caused by several factors (negligence from oneself, there are family affairs such as taking care of children first, the sudden occurrence of a disaster at home or on a trip). An unintentional lack of discipline can be understood by the leadership, but every employee must have awareness in carrying out their duties, this can result in low work performance if the employee's work discipline is not enthusiastic about completing tasks on time and vice versa.

The fourth factor is the reward. A reward is a form of appreciation for a certain achievement given, either by and from an individual or an institution which is usually given in the form of material or speech. Within the organization, there is the term incentive or prize, which is an award in the form of material or non-material that is given by the leadership of the organization/organization to employees so that they work by making high motivational capital and achievers achieving organizational or organizational goals. Rewards are rewards given by the organization to its employees for the work they have done, both intrinsic and extrinsic rewards (Prabu & Wijayanti, 2016).

Giving rewards aims to increase productivity and retain employees who excel to remain loyal to the organization. The provision of a reward system is intended as an encouragement so that employees want to work better and generate motivation to encourage better employee performance. The problem that occurs in giving rewards here is that it is difficult for employees to get incentives or salary increases because there are several considerations other than work performance in giving salary increases to employees, such as organizational conditions, increases in general living costs, government regulations regarding minimum wages, and economic conditions. in general.

According to Hasibuan (2013), performance is "a work result that is achieved by someone in carrying out the tasks assigned to him based on skills, experience, and sincerity and time". Problems that cause decreased employee performance include quality, quantity, independence, responsibility, and timeliness. There is a research gap regarding the variables of training, career development, work discipline, and rewards so the gap is used as a reference in this study to improve employee performance.

LITERATURE REVIEW

Training Concept

Training is "a short-term educational process that uses systematic and organized procedures so that the non-managerial workforce learns technical knowledge and skills for a specific purpose". (Sikula in Mangkunegara, 2013) so training is a learning process that includes mastery of concepts, skills, laws, or attitudes to improve performance. "Training is a process to improve the knowledge and skills of employees". Meanwhile, according to Wibowo (2010), "training is a very important investment in human resources"

Training is a process by which people achieve certain abilities to help achieve organizational goals. Training is one of the efforts to improve the quality of human resources in the world of work. Employees, both new and employed, need to attend training because of job demands that can change due to changes in the work environment, strategy, and so on (Logor, 2015). According to Dessler (2012), training is the process of teaching the skills new employees need to do their job. Meanwhile Rivai and Sagala (2013).

Career Development Concept

A career is a journey that a person goes through during his life. According to Handoko, careers are all jobs or positions handled or held during one's working life (2015). Thus the career shows the development of individual employees in the level of position or rank that can be achieved during their tenure in an organization. According to Daniel C. Feldam and Hugh J. Arnold (in Moekijat, 1995).

Career development (such as promotions) is highly expected by every employee because with this development they will get better rights than what was previously obtained, both material and non-material, for example, increased income, improved facilities, and so on. Meanwhile, immaterial rights, for example, social status, feelings of pride, and so on. In practice career development is more of an implementation of a career plan as revealed by Handoko (2015) that career development is personal improvements that a person makes to achieve a career plan.

Work Discipline Concept

Work discipline can be defined as an attitude of respect, respect, obedience, and obedience to applicable regulations, both written and unwritten, and being able to carry them out and not avoid accepting sanctions if he violates the duties and authority given to him (Logor, 2015). :3) Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team within the organization (Pratiwi, 2014: 19) According to Sutrisno (2014: 87), defines discipline as a force that develops within the employee's body and causes employees to adjust voluntarily adhere to decisions, rules, and high values of work and behavior. Sutrisno (2014: 87) the main goal of discipline is to increase efficiency as much as possible by preventing the wastage of time and energy. Discipline is needed for further organizational goals, and to maintain efficiency by preventing and correcting individual actions in bad faith towards the group.

Rewards concept

Quoted by Dicky Saputra (2017), the reward is a motivation for employees to do their job. A good reward system is a system capable of guaranteeing the satisfaction of the company's employees which in turn allows the company to obtain, maintain and employ several people who with a variety of positive attitudes and behaviors work productively for the benefit of the company.

Quoted by Adhitomo Wirawan et al (2018) Reward is something an important element to motivate employees to contribute the best innovative ideas for better business functions and improve company performance both financially and non-financially. Quoted by Dicky Saputra (2017), rewards are divided into two types, namely extrinsic rewards and intrinsic rewards. Extrinsic reward is an award that comes from outside the person. Extrinsic reward is an award that comes from outside the person. Extrinsic awards consist of financial rewards, namely salaries, allowances, bonuses/incentives, and non-financial awards, namely interpersonal rewards and promotions. Intrinsic reward (Intrinsic Reward) is a self-regulated reward consisting of Completion, Achievement, and Autonomy.

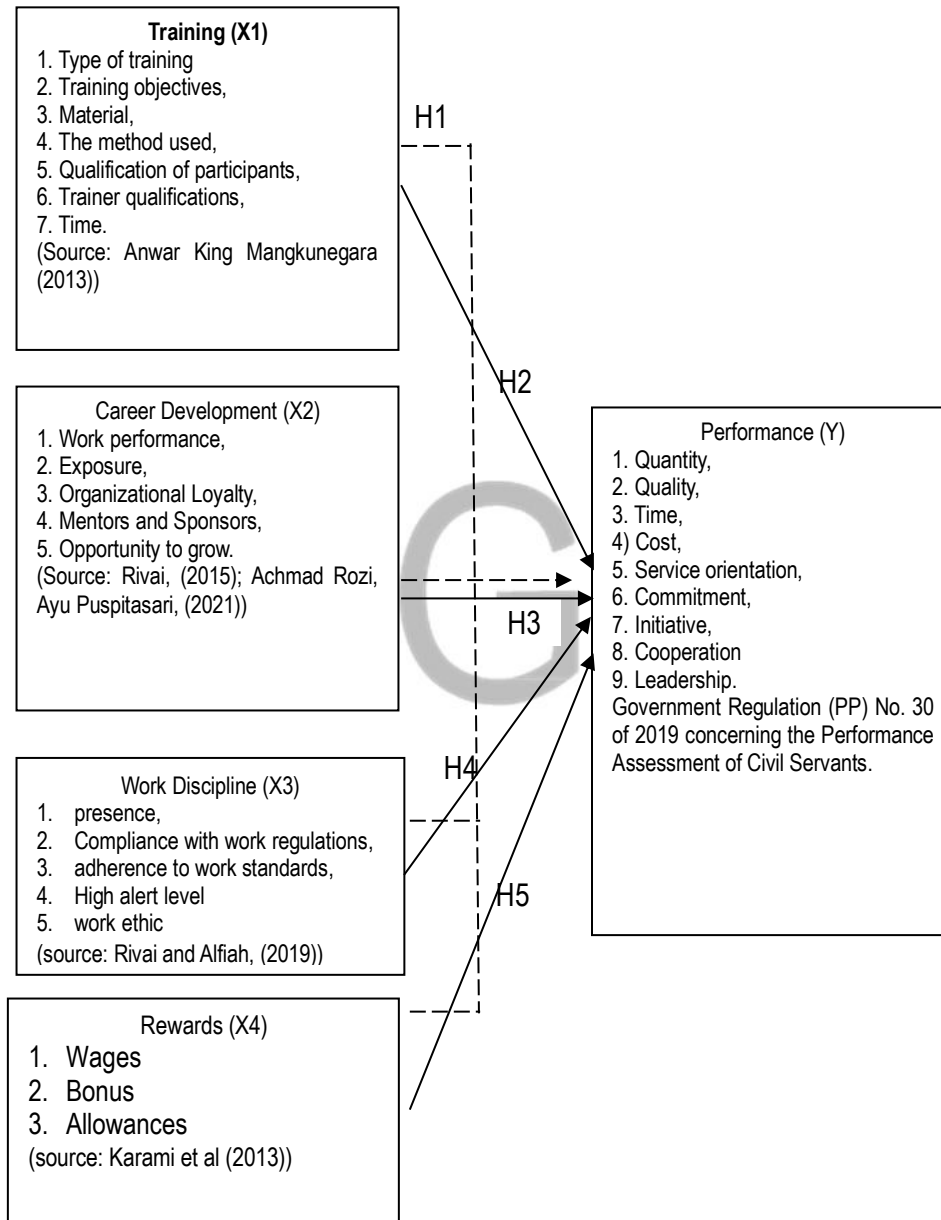
Performance Concept

The performance presented by Herdiyanto (2003) adopted the meaning of performance from Gibson, et al (1994). Performance is "the result of a person's or group's behavior related to how it works". For everyone who works in a workgroup, performance is always expected to be good in quality and quantity. Performance is "the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him" (Mankunegara, 2013). According to Sulistiyani and Rosidah (2003), "a person's performance is a combination of abilities, efforts, and opportunities that can be assessed from their work". Performance refers to employee achievements as measured by standards set by agencies or companies.

Conceptual Framework

The conceptual framework used in this study is an in-depth study, both based on theory and empirical studies of the relationship between training, career development, work discipline, rewards, and employee performance at the Class II Kendari KSOP Office. The conceptual framework is translated from the formulation of the problems that have been described previously as well as an explanation of each variable and the pattern of relationships formed by these variables.

Figure 1. Conceptual Framework



Hypothesis

The hypothesis in this study is

1. Training, career development, work discipline, and rewards simultaneously have a positive and significant effect on employee performance.
2. Training has a positive and significant effect on employee performance.
3. Career development has a positive and significant effect on employee performance.
4. Work Discipline has a positive and significant effect on employee performance.
5. Rewards have a positive and significant effect on employee performance.

RESEARCH METHODS

Research design

This study aims to answer the problems that have been formulated in the previous chapter and test the hypothesis of the influence of training, career development, work discipline, and rewards on employee performance at the Kendari Class II KSOP Office. This type of research is an explanatory analysis using a statement questionnaire to respondents. Explanatory research generally aims to determine the factors/influence of the formation of a dimension of life (Solimun, 2002).

Population

The population is all research subjects (Arikunto, 2010). According to Palte (in Simamora, 2004), the population is divided into two, namely the sampling population and the target population. The target population in this study was all KSOP Class II Kendari employees, totaling 67 people.

Research Respondents

The technique for determining the respondents used in this study was to use a census, that is, every element of the entire population has the same opportunity to become a respondent, totaling 67 respondents.

Data Type

1. Qualitative data: data in the form of theory from the variables studied such as training, career development, work discipline, reward, and performance.
2. Quantitative data: data in the form of numbers related to respondents' perceptions of the variables studied.

Data source

1. Primary data, namely core data obtained or collected directly from respondents through questionnaires and interviews.
2. Secondary data is data obtained or collected from the documentation that has been carried out by researchers and other relevant sources such as scientific journals and magazines, research reports, and others.

Data Analysis Method

To analyze the data, achieve the research objectives, and test the proposed hypotheses, the data obtained will then be processed according to the needs of the analysis. The technique used is descriptive statistical analysis techniques and inferential statistics. Descriptive statistical analysis is intended to obtain an overview of the condition of employees at office KSOP Class II Kendari and to identify the characteristics of each variable in the form of frequency and percentage.

While statistical analysis using inferential statistics is a statistical technique used to analyze sample data and the results are applied to the population. This statistic will be suitable for use if the sample is taken from a clear population, and the sampling technique from that population is done randomly (Sugiyono, 2001). The analysis used to answer the hypothesis in this study uses Multiple Linear Regression with the formula:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \dots + \beta_nX_n$$

Where:

- Y = Dependent variable
- β_1, β_2 and β_n = regression coefficients
- X_1, X_2 and X_n = Independent variables
- e = Errors

So that the implementation in this study becomes:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

RESEARCH RESULT

Regression Coefficient Estimation

Based on the results of data processing, the results of multiple linear regression were obtained that training (X1), career development (X2), work discipline (X3), rewards (X4) on performance (Y) KSOP Class II Office Kendari as follows:

Table 1. Regression Coefficient and t Count Value

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	15,181	9,707		1,564	,123
	training	,624	,245	,279	2,548	,013
	career development	,769	,330	,248	2,334	,023
	work discipline	,326	,135	,254	2,414	,019
	rewards	,476	,216	,239	2,204	,031

a. Dependent Variable: Performance

Based on the results of data processing as described in Table 5.10, a regression equation can be formed for the variables training (X1), career development (X2), work discipline (X3), reward (X4) on performance (Y) KSOP Office Class II Kendari as follows.

$$Y = 15.281 + 0.624 X_1 + 0.769X_2 + 0.326X_3 + 0.476X_4 + 9.707$$

The regression coefficient of the estimation results in the equation above can all independent variables have a positive coefficient, meaning that training (X1), career development (X2), work discipline (X3), reward (X4) on performance (Y) Office KSOP Class II Kendari that the value the training regression coefficient is 0.624 or 62.4% meaning that if the training is good, then it will increase employee performance in the same direction, the career development regression coefficient value is 0.769 or 76.9% meaning that if the career development is good, then it will increase employee performance in the same direction, the discipline coefficient value work discipline of 0.326 or 32.6% means that if the work discipline is good then the direction will improve employee performance, the reward coefficient value is 0.476 or 47.6% meaning that if the reward is good then the direction will increase the performance of the employees of the Class II Kendari KSOP Office.

Coefficient of Determination

The coefficient of determination is a value that states the magnitude of the influence of the independent variables on the dependent variable. The problem under study is the influence of training (X1), career development (X2), work discipline (X3), and rewards (X4) on performance (Y) Class II Kendari KSOP office, the coefficient of determination is obtained as follows.

Table 2. Coefficient of Determination

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,639a	,408	,370	5.02780
a. Predictors: (Constant), reward, work discipline, career development, training				

Based on the R-Square value as listed in Table 5.11, it is known that the coefficient of determination from the regression results of training (X1), career development (X2), work discipline (X3), reward (X4) on performance (Y) Office KSOP Class II Kendari is equal to 0.408 or 40.8%. This value shows the influence between training variables (X1), career development (X2), work discipline (X3), and rewards (X4) on performance (Y) KSOP Office Class II Kendari.

So through this research, it is known that 40.8% of changes that occur in variables of employee performance can be explained or caused by changes in these four variables. While the influence of other factors that are not observed is 59.2%, and is the influence of other factors outside the four variables.

Simultaneous Significance Testing

Simultaneous significance testing aims to prove whether training (X1), career development (X2), work discipline (X3), and rewards (X4) on performance (Y) Office KSOP Class II Kendari with the following statistical hypothesis formulation.

Table 3. ANOVA for Simultaneous Regression Coefficient Testing

ANOVAa						
Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	1079,883	4	269,971	10,680	,000b
	residual	1567,281	63	25,279		
	Total	2647,164	67			
a. Dependent Variable: performance						
b. Predictors: (Constant), reward, work discipline, career development, training						

Based on Table 3. ANOVA above, it can be seen that the Fcount value is 10.680 with a significance value of 0.000. Because the probability is much smaller than 0.05 ($0.000 < 0.05$), the simultaneous regression model can be used to predict or it can be said that training (X1), career development (X2), work discipline (X3), and rewards (X4) simultaneously affect the performance (Y) of the Class II Kendari KSOP Office. Thus it can be decided to reject H_a and H_o being accepted, meaning that with a 95% confidence level, it can be concluded that training (X1), career development (X2), Work Discipline (X3), rewards (X4) simultaneously affect the Performance (Y) of the KSOP Office Kendari Class II.

**Partial Significance Test
Effect of Training on Performance**

Based on the results of the analysis in Table 1 above, shows that the tcount value of the training variable is 2.548 with a significance level of 0.013. Because the significance value of 0.013 is smaller than the predetermined probability (alpha) value of 0.05 ($0.013 < 0.05$), this shows that the influence of the training variable partially has a positive and significant effect on the performance variable of Class II Kendari KSOP Office employees.

Thus can it was decided to reject H_a and accept H_o , meaning that with a confidence level of 95%, it can be concluded that the training variable partially has a significant effect on the performance of Class II Kendari KSOP Office employees.

The Effect of Career Development on Performance

Based on the results of the analysis in Table 1 above, shows that the tcount value of the career development variable is 2.334 with a significance level of 0.023. Because the significance value of 0.023 is smaller than the predetermined probability (alpha) value of 0.05 ($0.023 < 0.05$), this shows that the influence of the career development variable partially has a positive and significant effect on the performance variable of Class II Kendari KSOP Office employees.

Thus can it was decided to reject H_a and accept H_o , meaning that with a confidence level of 95%, it can be concluded that career development partially has a significant effect on the performance of Class II Kendari KSOP Office employees.

The Effect of Work Discipline on Performance

Based on the results of the analysis in Table 1 above, shows that the tcount value of the work discipline variable is 2.414 with a significance level of 0.019. Because the significance value of 0.019 is smaller than the predetermined probability (alpha) value of 0.05 ($0.019 < 0.05$), this shows that the influence of work discipline partially has a positive and significant effect on the variable performance of KSOP Class II Kendari Office employees.

Thus it can be decided to reject H_a and accept H_o , meaning that with a confidence level of 95%, it can be concluded that work discipline partially has a significant effect on the performance of Class II Kendari KSOP Office employees.

Effect of Reward on Performance

Based on the results of the analysis in Table 1 above, shows that the tcount value of the reward variable is 2.204 with a significance level of 0.031. Because the significance value of 0.031 is smaller than the predetermined probability (alpha) value of 0.05 ($0.031 < 0.05$), this shows that the effect reward partially has a positive and significant effect on the performance of Class II Kendari KSOP Office employees.

Thus it can be decided to reject H_a and accept H_o , meaning that with a confidence level of 95%, it can be concluded that reward partially has a significant effect on the performance of Class II Kendari KSOP Office employees.

DISCUSSION

Effect of Training on Performance

The research results show that the training variable has a positive and significant influence on the performance of Class II Kendari KSOP Office employees. This means that the better the training followed by employees, the more performance will improve. Logically, if the training is under the needs of employees, it will improve employee performance, because good training will produce good work results as well.

Human resources are the most important thing in an organization because of their role as the subject of implementing the policies and operational activities of an organization. Therefore, organizations need human resources, in this case, employees who have high job performance. Where high or good employee performance can be used as one of the basic factors to measure the success of an organization in achieving its goals. At present, the quality of the performance of civil servants in Indonesia cannot be said to be good overall. This happens due to the lack of performance of employees/apparatuses in carrying out their main duties and functions as government officials.

One way that can be done to improve employee performance is through employee development, namely by conducting training (Sulistiyani & Rosidah, 2003, p. 175). To achieve the expected performance in an organization or agency, employees must receive adequate education and training programs for their positions so that employees are skilled in carrying out their work (Mangkunegara, 2005, p. 67). To improve the quality or performance of employees through training must be well prepared to achieve satisfactory results. Improving quality or performance must be directed at enhancing the skills and prowess of employees in carrying out their duties (Widjaja, 1995, p. 73).

Training is the process of organizing teaching and learning to increase the ability of employees which includes knowledge, skills, attitudes, and behavior required in carrying out their duties (Suradinata, 2003, p. 211). Other things that also need to be considered in education and training (Diklat) are policies regarding "priority programs in education and training (Diklat)" so that they can improve and correct weaknesses, as well as improve the quality of performance of civil servants, who are professional in their fields of work and have a work ethic that is disciplined, efficient, effective, creative, productive, and responsible.

According to the results of Gideon's research (2009), education and training (Training) with motivation have a significant influence on the performance of Class II A Women's Correctional Institution employees in Medan and confirmed again by the results of Simanungkalit's research (2009), with the results of Technical education and training (Training) and Motivation for the performance of Alumni of the Medan Regional Industrial Training Center.

Likewise with the results of Hendrik's research (2006), Education and Training (training) and Motivation on the Performance of Regional Secretariat Employees of Central Tapanuli Regency. The implementation of education and training has a close relationship and has the same direction, namely increasing the skills, knowledge, and attitude of employees. Because the factors that influence work achievement are ability factors and motivation factors. Motivational factors have a relationship with individual employee performance. Meanwhile, individual ability and work environment factors have an indirect relationship with performance. Both of these factors will affect the existence of employee motivation. Because of this position and relationship, it is very strategic if the development of individual employee performance starts with increasing work motivation.

This research supports the research results of Sinta Sulistiani, Irwan Nuryana, (2019), Tandil Sometimes and Gunadi, (2020), Baiti Nur Andayani, Heni Hirawati, (2021), Dewi Rama Niati, et al, (2021), that training has an effect and significant to performance.

The Effect of Career Development on Performance

The results of the study show that career development variables have a positive and significant influence on the performance of Class II Kendari KSOP Office employees. This means that the better the employee's career development will improve performance. Logically, if an organization carries out career development for employees, it will improve employee performance, because good career development will produce good work results as well.

Career development (such as promotions) is highly expected by every employee because with this development they will get better rights than what was previously obtained, both material and non-material, for example, increased income, improved facilities, and so on. Meanwhile, immaterial rights, for example, social status, feelings of pride, and so on. In practice career development is more of an implementation of a career plan as revealed by Handoko (2015) that career development is personal improvements that a person makes to achieve a career plan.

According to Simamora (2004), the career development process is a formal approach taken by organizations to ensure that people with the right qualifications and experience are available when needed. So career development can be said to be a condition that indicates an increase in someone's status in the organization in the career path that has been determined in the organization concerned. Career development is implemented and developed in Civil Servants through career coaching and assessment of work performance systems and career systems in general through promotions, transfers of positions, and appointments in the office.

Career development must be carried out by preparing the prerequisites that must be owned by an employee to support career advancement. These prerequisites are mutually supportive, in the sense that each employee's career advancement must go through several predetermined criteria such as achievement, assignment/job weight, job vacancies, efficiency, and others. In carrying out career development responsibilities, one should receive not just a promotion to a higher position, but career success what is meant is that an employee experiences progress at work, in the form of a feeling of satisfaction in every position

entrusted by the organization (Moekijat, 1995). Besides that, success in career development means that employees experience progress at work to improve skills so that they achieve more. This is supported by the research of Distyawaty, (2017), Tri Joko et al, (2019), Achmad Rozi, and Ayu Puspitasari, (2021) that career development affects performance.

The Effect of Work Discipline on Performance

The results showed that the work discipline variable has a positive and significant influence on the performance of Class II Kendari KSOP Office employees. This means that the better the work discipline of employees, the more performance will improve. Logically, if the level of employee work discipline is good, it will improve employee performance, because good work discipline will produce good work results as well.

Discipline is the attitude, behavior, and actions that are under company regulations, both written and unwritten. The regulations in question include absenteeism, slow entry, and early return of employees. So this is an employee disciplinary attitude that needs to be addressed properly by the management. Many define discipline as when employees always come and go home on time. That opinion is only one demanded by the organization. Therefore, discipline can be interpreted as behavior that is written or not written.

The higher the level of work discipline of an employee, the higher the performance generated in carrying out their duties. Work discipline is a form of obedience to rules, both written and unwritten that have been set. Discipline must be cultivated so that order and efficiency also grow. Discipline is a form of regular implementation of employee self-control and shows the level of seriousness of the work team within the organization. Work discipline has a high role in improving employee performance. High work discipline must always be maintained and even must be increased. Employees who have good work discipline are expected to be able to try their best to complete their work, to produce optimal performance for the company. Disciplined employees tend to be punctual in carrying out established procedures and have high responsibility. This is related to the theory of work discipline according to (Soejono, 1986; Hartiningsih, 2017) which states that good discipline reflects a person's great sense of responsibility for the tasks given to him.

Therefore discipline is an important means to achieve goals, then the development of discipline is a very important part of management. Any management in its implementation requires the discipline of all members of the organization. Discipline is also said to be a means to train and educate people against regulations so that there is compliance and so that they can run in an orderly and orderly manner within the organization. Discipline is also said to be a means of communicating with employees so that employees want to do what is recommended by superiors and under established company regulations. Upholding discipline is important for the company because discipline contains regulations that must be obeyed by employees. With discipline, it is expected to make work as efficient as possible.

This research is based on the research of Hadi Purnomo et al., 2017; Pangarso & Susanti, 2016 that work discipline has a significant effect on employee performance.

The Effect of Reward on Performance

The results of the study show that the reward variable has a positive and significant influence on the performance of Class II Kendari KSOP Office employees. This means that the better the employee reward, the better the performance. Logically, if the employee's reward is under the level of employee's needs, it will improve employee performance, because good rewards will produce good work results as well.

Dicky Saputra (2017), Reward is a motivation for employees to do their job. A good reward system is a system capable of guaranteeing the satisfaction of the company's employees which in turn allows the company to obtain, maintain and employ many people who with a variety of positive attitudes and behaviors work productively for the benefit of the company. Whereas Adhitomo Wirawan et al (2018) Reward is an important element to motivate employees to contribute to pouring the best innovative ideas for better business functions and improving company performance both financially and non-financially.

The better the financial rewards received by employees, the better their performance in carrying out their main tasks. The reward is a reward, gift, prize, or reward that aims to make a person more active in his efforts to improve or increase the performance that has been achieved. The reward is an incentive that links

pay based on being able to increase the productivity of employees to achieve a competitive advantage. Rewards can be interpreted as rewards, prizes, awards, or rewards, just like statements (Moorhead & Griffin, 2013; Dihan & Hidayat, 2020) which state rewards or awards include many of the incentives provided by the organization for employees as part of a psychological contract. In the management concept, reward can be used as a tool to improve employee work discipline, as stated by Tohardi (2002) if several things can be done to enforce discipline, one of which is by giving rewards. According to this definition, it can be said that rewards can affect work discipline. Because rewards will satisfy several needs that employees are trying to fulfill through their choice of work-related behavior (Moorhead & Griffin, 2013; Shahzad et al., 2013) so that when employee satisfaction is fulfilled, their concern for work will increase. To create good performance, the company must pay attention to whether the rewards that have been given are under the burden and responsibilities of employees. This means that the better the reward received,

This research is based on Arik, 2016; Amelia, 2020; Dihan & Hidayat, 2020) who found that giving rewards affects employee performance.

Research Limitations

Based on the results of the research that has been put forward, it should be noted that this research has limitations, including:

1. This research is only focused on Class II Kendari KSOP Office employees so that in the future they can conduct research with a wider scope.
2. The indicators used for each variable are still limited, so there are still several things that have not been covered in the discussion and still need to be developed further for each variable.
3. This study is more inclined and focuses on the assessment itself (self-assessment), so there is still an open subjectivity in giving responses.

Conclusion

Based on the results of the research and discussion that have been put forward, it can be concluded as follows:

1. Training, career development, work discipline, and rewards have a positive and significant effect on performance. It means the better the training, career development, work discipline, and rewards then the performance will increase.
2. Training has a positive and significant effect on performance. It means the better the training, the performance will increase.
3. Career development has a positive and significant effect on performance. It means the better the career development, the more performance will increase.
4. Work discipline has a positive and significant effect on performance. It means the better the work discipline, the performance will increase.
5. The reward has a positive and significant effect on performance. It means the better the reward, the performance will increase.

Suggestion

Based on the results of data analysis, discussion, and conclusions, suggestions that can be put forward are:

1. It is better if Kendari Class II KSOP employees who are included in the training are employees who are under their job duties so that the material obtained at the training center can be absorbed and applied to the fullest by the employee concerned.
2. It is recommended that employees at the Kendari Class II KSOP Office who deserve to be promoted be proposed to take part in the assessment to become candidates for office so they can develop their careers.
3. For the Head of the Administrative Subdivision at the KSOP Class II Kendari office to make work operating standards, namely guidelines or references for carrying out work assignments under the functions and performance assessment tools of agencies/organizations so that work discipline is maintained.

4. It is better if giving rewards or allowances can not only be done in the form of money but can also be in the form of other facilities. The provision of existing allowances may still be assessed as lacking by employees within the Kendari Class II KSOP Office because the provision is still very limited given by the organization. Moreover, allowances in the form of other facilities.
5. One of the factors that are weaknesses that affects the performance of employees in the Class II Kendari KSOP Office is the number of employees themselves which according to researchers is still lacking, so the workload for each employee can be said to be very heavy, for this reason, the workload can be reduced by requesting additional formations employees either through general channels or through government employee contracts with contractual agreements.

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