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# The Influence of Work Discipline and Incentives on Employee Performance: Study at PT. Bank KB Bukopin Syariah Samarinda Branch

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***Abstract***

*The objective of this research is to examine the impact of work discipline and incentives on employee performance, with work motivation serving as an intervening variable, at PT Bank KB Bukopin Syariah Samarinda Branch. This research employs a quantitative methodology, using a sample of 83 informants, which represents the whole population of permanent workers of PT Bank KB Bukopin Syariah Samarinda Branch. The analytical tool used is SmartPLS version 3.2.9. PLS data analysis is conducted in two stages: evaluating the outer model, which is the measurement model, and evaluating the inner model, which is the structural model. The findings indicated a clear and substantial correlation between work discipline (X1) and work motivation (Z). Two incentives have a substantial and beneficial impact on job motivation. There is a strong and positive correlation between work discipline (X1) and employee performance (Y). The presence of incentives (X2) has a notable and constructive impact on the performance (Y) of employees. There is no correlation between work motivation (Z) and employee performance (Y). The combination of work discipline (X1) and rewards (X2) has a collective impact on work motivation. The combination of work discipline (X1) and incentives (X2) has a direct impact on employee performance. Employee performance (Y) is influenced by the combined impact of work discipline (X1), incentives (X2), and work motivation (Z). Work motivation cannot act as a mediator between Work Discipline (X1) and Employee Performance (Y). Work motivation cannot serve as a mediator between incentives (X2) and employee performance (Y).*

## Introduction

Globalization has greatly influenced competitiveness in the banking industry. The level of competition is increasing and there is a greater need for improvements in the quality of services and goods. Banking institutions are compelled to consistently enhance the caliber of their human capital, which includes their personnel, in order to remain competitive in the global market. Globalization has had a profound impact on the banking sector worldwide, especially in Indonesia. The performance of personnel in the banking business is significantly affected by these developments, since they are required to quickly and continuously adjust to them. The process of globalization in the banking industry in Indonesia began in the early 1990s. Subsequently, other international banks began operations in Indonesia, leading to heightened rivalry and increased expectations for enhanced service quality and performance outcomes. Banking workers must possess extensive and sufficient skills and knowledge in order to effectively compete in the global market (Al-Dmour et al., 2020). The effects of globalization on employee performance in the banking business are substantial. Employees must possess the capacity to acclimate to swift advancements in technology and information, and must possess



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a comprehensive comprehension of the progressively varied demands and expectations of clients. Furthermore, there is an increasing desire to enhance efficiency and effectiveness in banking company operations, necessitating staff to operate in a more intelligent and productive manner (Tariq et al., 2021; Diawati et al., 2023).

PT Bank KB Bukopin Syariah is an Indonesian bank that specializes in Islamic banking. PT Bank KB Bukopin Syariah, operating in a competitive industry, must excel in the competition and provide high-quality services to its consumers. PT Bank KB Bukopin Syariah has significant hurdles in navigating the period of globalization and intense competition in the banking industry. In order to meet the growing competition and the need for enhanced service and product quality, PT Bank KB Bukopin Syariah must consistently enhance the caliber of its human resources, especially its personnel, to ensure their optimal contribution to the company's success. The effects of globalization on employee performance in the banking business are substantial (Umadia & Kasztelnik, 2020; Paramita et al., 2020). Employees must possess the capacity to readily adjust to swift technological and informational advancements, while also comprehending the progressively varied requirements and anticipations of consumers. Furthermore, there is an increasing desire to enhance the efficiency and efficacy of banking business operations, necessitating workers to operate in a more intelligent and productive manner (Ghlichlee & Bayat, 2021).

PT Bank KB Bukopin Syariah is a financial institution that operates in Indonesia and specializes in Islamic banking services. In order to succeed in a highly competitive industry, PT Bank KB Bukopin Syariah must strive to outperform its rivals and provide exceptional services to its clients. PT Bank KB Bukopin Syariah has significant hurdles in navigating the period of globalization and intense competition in the banking industry. In order to meet the growing competition and the need for enhanced service and product quality, PT Bank KB Bukopin Syariah must consistently enhance the caliber of its human resources, especially its personnel, to ensure optimal contributions to the company's success (Mahapatro, 2021).

Employee performance is a measure of how well individuals fulfill their obligations and responsibilities within the expected timeframe. Maryani et al. (2021) defines performance as the outcome of labor and conduct that is accomplished in fulfilling duties and obligations within a certain timeframe. The corporation has high expectations for employee performance, since it directly impacts the total productivity and competitiveness of the organization in the global market (Ali & Anwar, 2021).

According to Stephen & Coulter (2016), work discipline refers to the workers' readiness to adhere to the rules and regulations established inside the firm. Effective work discipline may enhance workers' ability to maintain job quality and significantly contribute to the overall success of the firm. Companies in a competitive work environment need individuals that possess strong work discipline in order to successfully accomplish their organizational objectives. Employees with strong work discipline may reduce mistakes and enhance the quality of their job. This may enhance productivity and enhance overall staff performance. Furthermore, cultivating a strong work ethic may enhance both the efficiency and effectiveness of job completion. Employees with strong work discipline are more likely to consistently meet deadlines, leading to improved efficiency and effectiveness in job execution.

An other component that might enhance employee performance is incentives. Incentives refer to awards or presents provided to workers as a means of acknowledging their exceptional job performance or accomplishments. Incentives might manifest as monetary rewards, bonuses, salary augmentations, accolades, or other advantageous perks that have the potential to enhance employee engagement. In the hygiene motivation theory, incentives are considered as one of



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the motivating variables. According to Arka'a (2018), incentives may influence employee work satisfaction and have a beneficial effect on employee performance. Effective incentives may serve as a catalyst for motivating workers to exert more effort and attain predefined objectives, so enhancing overall employee performance. Conversely, endeavors to enhance employee performance need motivation from both people and management. Individual motivation encompasses factors such as a feeling of personal accomplishment, contentment in one's job, and a sense of accountability for the duties accomplished. Greater individual motivation correlates positively with better levels of staff dedication and maximum contribution to the firm.

Motivation plays a crucial role in prompting an individual to participate in a certain activity or take action. According to Heystek & Emekako (2020), motivation is the driving force behind a person's conduct. In other words, it is not only a kind of encouragement, but also a catalyst for individual behaviors and activities. Effective motivation not only sustains workers' motivation, but also enhances their performance, therefore fostering a productive work environment. The objective of this research is to investigate the function of work motivation as an intermediary variable between work discipline and incentives in relation to employee performance at PT Bank KB Bukopin Syariah. The study seeks to make a valuable contribution to the field of human resource management. The issue statement in this research is as follows: 1) Does Work Discipline (X1) influence Work Motivation (Z)?, 2) Does Incentives (X2) influence Work Motivation (Z)?, 3) Does Work Discipline (X1) influence Employee Performance (Y)?, 4) Does Incentives (X2) influence Employee Performance (Y)?, 5) Does Work Motivation (Z) influence Employee Performance (Y)?, 6) Do Work Discipline (X1) and Incentives (X2) have an impact on Work Motivation (Z)?Does the level of work discipline (X1) and incentives (X2) have an impact on employee performance (Y)?Does the combination of work discipline (X1), incentives (X2), and work motivation (Z) have an impact on employee performance (Y)?9) Is there a causal relationship between Work Discipline (X1) and Employee Performance (Y), with Work Motivation (Z) acting as an intervening variable? 10) Is there a causal relationship between Incentives (X2) and Employee Performance (Y), with Work Motivation (Z) acting as an intervening variable?

## Methods

The study's population consisted of all workers working at PT Bank KB Bukopin Syariah Samarinda Branch. PT Bank KB Bukopin Syariah Samarinda Branch has a total of 83 workers. The research sample is a fully saturated sample. The sample size in this study consisted of 83 individuals, representing the full population of research respondents.

The data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) using SmartPLS software version 3.2.9. Two sub-model tests were conducted, namely the outer model which included validity and reliability testing. The validity assessment is conducted using the methods of convergent and discriminant analysis, while the reliability of the data (indicator block) is assessed using composite reliability and Cronbach alpha. Moreover, the purpose of the inner model is to examine the connection between the independent variable and the dependent variable, as well as assess the moderating function in the research.



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## Result and Discussion

### Outer Loading

Table 1. Outer Loading

| | X1 | X2 | Y | Z |
|---|---|---|---|---|
| X1.1 | 0,711 | | | |
| X1.2 | 0,758 | | | g |
| X1.3 | 0,783 | | | |
| X1.4 | 0,797 | | | |
| X1.5 | 0,774 | | | |
| X2.1 | | 0,721 | | |
| X2.2 | | 0,779 | | |
| X2.3 | | 0,844 | | |
| X2.4 | | 0,824 | | |
| X2.5 | | 0,798 | | |
| Y.1 | | | 0,755 | |
| Y.2 | | | 0,872 | |
| Y.3 | | | 0,823 | |
| Y.4 | | | 0,889 | |
| Y.5 | | | 0,871 | |
| Z.1 | | | | 0,791 |
| Z.2 | | | | 0,840 |
| Z.3 | | | | 0,917 |
| Z.4 | | | | 0,860 |
| Z.5 | | | | 0,756 |
| Z.6 | | | | 0,917 |

Source: SmartPLS Output, 2024

The table 1 SmartPLS result indicates that all indicators may be considered legitimate as they have a loading factor value greater than 0.7.

### Average Variance Extracted (AVE)

In addition to the loading factor value, construct validity may also be assessed by the AVE (Average Variance Extracted) value. The AVE value indicates the extent to which latent variables accurately reflect the original data score. A higher AVE value indicates that the hidden variable has a strong capacity to accurately explain the indicator score. The AVE value has a minimum threshold of 0.5. The subsequent number presented in this research is the AVE (Average Variance Extracted).

Table 2. *Average Variance Extracted* (AVE)

| | Average Variance Extracted (AVE) |
|---|---|
| X1 | 0,586 |
| X2 | 0,631 |
| Y | 0,712 |
| Z | 0,720 |

Source: SmartPLS Output, 2024



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Based on the provided data, it can be inferred that the Average Variance Extracted (AVE) value for all variables is more than 0.5. Therefore, it may be inferred that all variables exhibit strong convergence validity values.

**Cross Loading Value**

Moreover, to guarantee a sufficient degree of discrimination, one may see this from the cross-loading value. The minimum acceptable cross loading value is 0.7 or higher. The cross-loading value in this investigation is shown in the table below:

Table 3. Nilai *Cross Loading*

| | X1 | X2 | Y | Z |
|---|---|---|---|---|
| **X1.1** | **0,711** | 0,138 | 0,212 | 0,173 |
| **X1.2** | **0,758** | 0,271 | 0,348 | 0,423 |
| **X1.3** | **0,783** | 0,263 | 0,291 | 0,369 |
| **X1.4** | **0,797** | 0,332 | 0,345 | 0,341 |
| **X1.5** | **0,774** | 0,260 | 0,259 | 0,337 |
| **X2.1** | 0,217 | **0,721** | 0,300 | 0,333 |
| **X2.2** | 0,292 | **0,779** | 0,331 | 0,350 |
| **X2.3** | 0,393 | **0,844** | 0,362 | 0,437 |
| **X2.4** | 0,213 | **0,824** | 0,440 | 0,411 |
| **X2.5** | 0,244 | **0,798** | 0,302 | 0,400 |
| **Y.1** | 0,383 | 0,286 | **0,755** | 0,284 |
| **Y.2** | 0,370 | 0,344 | **0,872** | 0,307 |
| **Y.3** | 0,189 | 0,342 | **0,823** | 0,276 |
| **Y.4** | 0,322 | 0,468 | **0,889** | 0,395 |
| **Y.5** | 0,366 | 0,398 | **0,871** | 0,323 |
| **Z.1** | 0,353 | 0,314 | 0,363 | **0,791** |
| **Z.2** | 0,413 | 0,346 | 0,384 | **0,840** |
| **Z.3** | 0,399 | 0,444 | 0,369 | **0,917** |
| **Z.4** | 0,385 | 0,393 | 0,194 | **0,860** |
| **Z.5** | 0,279 | 0,516 | 0,257 | **0,756** |
| **Z.6** | 0,449 | 0,467 | 0,347 | **0,917** |

Source: SmartPLS Output, 2024

Table 3 shows that all indicators meet the requirements, as shown by the loading value being higher than the cross-loading value.

**Discriminant Validity**

Discriminant validity may be established by comparing the square root of the average variance extracted (√AVE) for each construct with the value of the association between constructs. Discriminant validity is deemed valid when the square root of the average variance extracted (AVE) for each construct is greater than the correlation across constructs, as seen in the table below:

Table 4. Discriminant Validity

| | X1 | X2 | Y | Z |
|---|---|---|---|---|
| **X1** | 0,765 | | | |
| **X2** | 0,343 | 0,794 | | |



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| | | | | |
|---|---|---|---|---|
| **Y** | 0,391 | 0,442 | 0,844 | |
| **Z** | 0,450 | 0,489 | 0,380 | 0,849 |

Source: SmartPLS Output, 2024

Table 4 indicates that the √AVE values for each construct are higher than the correlation values for other constructs. Therefore, it can be inferred that all constructs examined in this research have successfully fulfilled the criteria for classification or discriminant validity testing.

**Composite Reliability dan Cronbach Alpha**

During the outer model testing phase, the last step is to conduct composite reliability testing. The SmartPLS model recognizes this test as a more effective approach than Cronbach alpha for assessing dependability. Composite Reliability enables the evaluation of a concept using two measures: internal consistency and Cronbach's alpha (Ghozali, 2014: 75). When evaluating the reliability of data, Cronbach's alpha values are often regarded as conservative estimates, whereas composite reliability is not constrained by reliability assumptions and provides more accurate estimates of parameters. Composite dependability is regarded as synonymous with Cronbach's alpha in the field of interpretation. Acceptable values are those that exceed 0.7. Below are the outcomes of the data processing that has been conducted for these two parameters:

Table 5. Composite Reliability andCronbach Alpha

| | **Cronbach's Alpha** | **rho_A** | **Composite Reliability** |
|---|---|---|---|
| X1 | 0,826 | 0,838 | 0,876 |
| X2 | 0,853 | 0,862 | 0,895 |
| Y | 0,898 | 0,909 | 0,925 |
| Z | 0,921 | 0,927 | 0,939 |

Source: SmartPLS Output, 2024

According to table 5.5, it can be inferred that the Cronbach's alpha and composite reliability values for all variables exceed 0.7. This indicates that the study model is trustworthy and all variables demonstrate dependable dependability.

**Inner Model**

The evaluation of the structural model, or inner model, involves predicting the link between latent variables. The benchmark for the inner model may be seen by the R-Square (R2) value. The outcomes of evaluating the internal model are shown in the table provided below:

Table 6. Inner Model

| | **R Square** | **R Square Adjusted** |
|---|---|---|
| **Y** | 0,272 | 0,244 |
| **Z** | 0,329 | 0,313 |

Source: SmartPLS Output, 2024

According to the data in table 5.6, it can be inferred that the R-Square value for Y is 0.272, which is equivalent to 2.72% of the total variation. Similarly, the R-Square value for Z is 0.329, which represents 3.29% of the total variation. The suggested thresholds for evaluating the criteria are 0.75 (strong), 0.50 (moderate), and 0.25 (weak). Based on the test findings, it can



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be concluded that the independent factors have a limited impact on employee performance and work motivation.

**Results of Hypothesis Test**

The significant level of the effect between variables is determined via the use of a bootstrapping process. This procedure employs both the original samples and resamples in the bootstrap resampling method. The significance value utilized is 1.96, which corresponds to a 5% significance level. A two-tailed t-value is employed in this method. The outcomes of hypothesis testing are shown in the figure and table provided below:

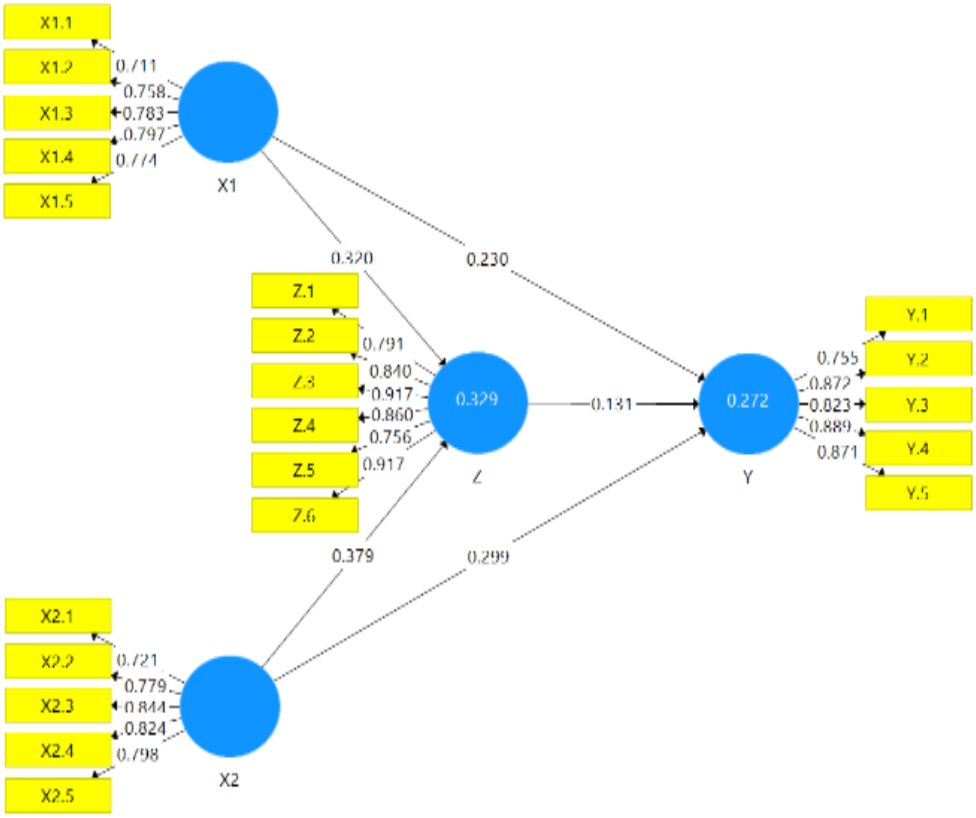


*Figure 1. Path Coeficient Output*

Source: SmartPLS Output, 2024

Table 7. Path Coefficient Output

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| **X1 -> Y** | 0,230 | 0,232 | 0,100 | 2,300 | **0,011** |
| **X1 -> Z** | 0,320 | 0,334 | 0,095 | 3,377 | **0,000** |
| **X2 -> Y** | 0,299 | 0,310 | 0,133 | 2,247 | **0,013** |
| **X2 -> Z** | 0,379 | 0,388 | 0,088 | 4,301 | **0,000** |
| **Z -> Y** | 0,131 | 0,131 | 0,096 | 1,360 | **0,087** |

Source: SmartPLS Output, 2024.



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All effects exhibited statistical significance with T-Statistics more than 1.96 and p-values less than 0.05, as well as positive values. This indicates a positive and meaningful relationship between variables X1, X2, Z, and Y.

**Testing the Hypothesis of the Role of Mediation (*Indirect Effect*)**

The function of mediation may be seen by examining the indirect impact output of SmartPLS. The table below displays the indirect impact output presented in this thesis:

Table 8. Indirect Effect

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|---|
| **X1 -> Z -> Y** | 0,042 | 0,045 | 0,039 | 1,062 | **0,144** |
| **X2 -> Z -> Y** | 0,050 | 0,051 | 0,039 | 1,259 | **0,104** |

Source: SmartPLS Output, 2024.

The investigation revealed that Work Motivation (Z) did not act as a mediator between Work Discipline (X1) and Employee Performance (Y). Hypothesis 9 is rejected due to a T-Statistics value below 1.96 and a P Values value over 0.005. Work motivation (Z) does not act as a mediator between incentives (X1) and employee performance (Y). Hypothesis 10 is rejected due to the T-Statistics value being less than 1.96 and the P Values value being larger than 0.005.

**The effect of Work Discipline (X1) has an effect on Work Motivation (Z)**

The SmartPLS output indicates a significant relationship between transformational leadership (X1) and work ethic (Z). This is supported by the T-Statistics value of 3.423, which is greater than the critical value of 1.96, and a P-Value of 0.000, which is less than the significance level of 0.05. The direction of the relationship can be determined by the original sample value of 0.287, which is positive, indicating a positive direction of the relationship. Therefore, it may be inferred that transformational leadership (X1) has a favorable and substantial impact on work ethic (Z). Based on the previously defined first hypothesis (H1), it is confirmed that the first hypothesis (H1) is accepted.

**The effect of Incentives (X2) on Work Motivation (Z)**

The results of the hypothesis testing, as shown in table 5.7, reveal that the P-values for the relationship between incentives (X2) and work motivation (Z) are 0.000. This suggests a significance level of < 0.05, which is supported by the T-Statistics value of 4.301 (> 1.96). Therefore, it may be inferred that incentives have a substantial impact on work motivation. Furthermore, the initial sample result of 0.379 clearly demonstrates a positive link between incentives (X2) and work motivation (Z). Therefore, it may be inferred that there is a strong and noteworthy correlation between incentives (X2) and work motivation (Z). Therefore, the initial hypothesis (H2) is deemed valid.

**Effect of Work Discipline (X1) on Employee Performance (Y)**

Table 5.7 presents the results of hypothesis testing, indicating that the P-Values for the impact of work discipline (X1) on employee performance (Y) are 0.011. The significance level of this observation is < 0.05, as shown by the T-Statistics value of 2.300, which is more than 1.96. Therefore, it may be inferred that work discipline has a substantial impact on employee performance. Furthermore, the original sample value of 0.230 demonstrates a positive link between work discipline (X1) and employee performance (Y). It may be inferred that there is



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a strong and positive correlation between work discipline (X1) and employee performance (Y). Regarding this matter, the first hypothesis (H3) is deemed valid.

**The Effect of Incentives (X2) on Employee Performance (Y)**

The results of the hypothesis testing shown in table 5.7 reveal that the P-Value for the effect of incentives (X2) on employee performance (Y) is 0.013. This suggests that there is a significant relationship between incentives and employee performance at a significance level of < 0.05. This is further supported by the T-Statistics value of 2.247, which is more than the critical value of 1.96. Therefore, it may be inferred that incentives (X2) have a substantial impact on work motivation. Furthermore, the initial sample result of 0.299 clearly demonstrates a positive link between incentives (X2) and employee performance (Y). Therefore, it may be inferred that there is a strong and positive correlation between incentives (X2) and employee performance (Y). Regarding this matter, the initial hypothesis (H4) is deemed valid.

**The effect of Work Motivation (Z) on Employee Performance (Y)**

Table 5.7 presents the findings of hypothesis testing, indicating the P-Values for the relationship between work motivation (Z) and employee performance (Y). The significance level of 0.087 indicates that it is larger than the threshold of 0.05. This is further supported by the T-Statistics value of 1.360, which is less than the critical value of 1.96. Therefore, it can be stated that work motivation (Z) has an inconsequential influence on employee performance (Y). Furthermore, the positive and negative association may be seen by examining the original sample value. The table indicates that the original sample value is 0.131, which is a positive value, resulting in the rejection of H5, the fifth hypothesis. This does not provide evidence of a correlation between work motivation (Z) and employee performance (Y).

**Effect of Work Discipline (X1) and Incentives (X2) on Work Motivation (Z)**

The computed F value derived from the simultaneous hypothesis testing in table 5.8 is 19.61. The critical value of the F statistic at the 5% significance level is ± 3.11. Therefore, because the calculated F statistic (19.61) is more than the critical value, we reject the null hypothesis. Table 3.11. Given the substantial coefficient, H6 is confirmed, indicating that the combination of work discipline (X1) and incentives (X2) has a major impact on work motivation. The findings of this research demonstrate that both work discipline and rewards have a combined impact on job motivation. This discovery emphasizes the significance of taking into account several variables while comprehending the intricacies of job motivation in the workplace. Work discipline, including attributes such as industriousness, steadfastness, and accountability in executing work duties, seems to have a significant impact on employees' levels of motivation.

**Effect of Work Discipline (X1) and Incentives (X2) on Employee Performance (Y)**

Table 5.8 presents the outcomes of simultaneous hypothesis testing, where the computed F value is 14.96. The F table value at the 5% significance level is ± 3.11. In this case, the calculated F value (14.96) is greater than the F table value. Based on the results from Table 3.11, the coefficient is found to be statistically significant. As a result, we accept hypothesis H7, which suggests that the combination of work discipline (X1) and incentives (X2) has a considerable impact on employee performance. The findings of this research suggest that the combination of work discipline and incentives has a substantial impact on employee performance. This discovery demonstrates the intricacy of the connection between different elements in the workplace and their consequences on individual performance. Work discipline, including attributes such as industriousness, steadfastness, and accountability in executing job duties, significantly impacts employee performance.



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**Effect of Work Discipline (X1), Incentives (X2) and Work Motivation (Z) on Employee Performance (Y)**

Table 5.8 presents the results of simultaneous hypothesis testing, with a computed F value of 19.61. The critical F value at the 5% significance level is ± 3.11. Therefore, because the calculated F value (19.61) is more than the critical F value, we reject the null hypothesis. Table 3.11. Given the substantial coefficient, H8 is supported, indicating that work discipline (X1), incentives (X2), and work motivation (Z) together influence employee performance. The findings of this study align with the research done by Iptian et al. (2020), which asserts that work discipline has a favorable and substantial impact on employee performance. According to a research done by Widhianingrum (2018), incentives have a notable impact on employee performance. Furthermore, a study done by Ratnawati (2020) demonstrates that work motivation has a constructive and substantial impact on the performance of PT Tirta Kencana Bengkul's personnel.

**The effect of Work Discipline (X1) on Employee Performance (Y) through Work Motivation (Z)**

The hypothesis testing findings (indirect effect) in Table 5.9 indicate that the T-Statistics value is 1.062, above the crucial limit of 1.96. Additionally, the p-value is 0.144, which is higher than the significance threshold of 0.05. Consequently, this analysis leads to the conclusion that there is insufficient evidence to support the suggested hypothesis. Therefore, it may be inferred that there is no substantial indirect influence between the variables being evaluated, as shown by these data. Consequently, the hypothesis is rejected. There are several factors that prevent motivation from mediating the connection between work discipline and employee performance. Each person has a distinct motivation that is shaped by elements such as personal values, wants, and preferences. Consequently, their degree of motivation may not necessarily correspond to their level of work discipline. Furthermore, the quality of working circumstances and the overall organizational climate may have a detrimental impact on motivation levels, regardless of workers' high levels of discipline. This can occur due to insufficient support from superiors or a lack of acknowledgment for accomplishments. Furthermore, it is possible that there exists a robust and direct correlation between work discipline and employee performance, rendering motivation as an unnecessary element in connecting these two factors. Furthermore, the many forms of work motivation, such as intrinsic and extrinsic drive, may not be completely represented in the motivation shown by workers.

**The effect of Incentives (X2) on Employee Performance (Y) through Work Motivation (Z)**

According to the examination of the hypothesis testing findings (indirect impact) in Table 5.9, the T-Statistics value of 1.259 is higher than the critical limit of 1.96. Furthermore, the p-value of 0.104 exceeds the significance threshold of 0.05. Therefore, based on these findings, the hypothesis may be rejected. These findings highlight the significance of considering multiple factors that influence employee performance, such as psychological and social aspects, as well as the intricate relationship between work motivation and linking incentives to performance. Therefore, this study contributes significantly to our comprehension of how organizations can develop more efficient incentive systems to enhance employee performance.



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## Conclusion

This research has examined the impact of work discipline and incentives on employee performance, with work motivation serving as an intermediary factor, at PT Bank KB Bukopin Syariah. The study findings indicate that both work discipline and rewards have a favorable and substantial impact on work motivation. Furthermore, the implementation of work discipline and the provision of incentives have a notable and substantial impact on employee performance. Nevertheless, work motivation does not have the ability to act as a mediator in the connection between work discipline and rewards and employee performance. This implies that although work discipline and incentives might enhance workers' willingness to work, they do not have a direct effect on their performance. Thus, this research emphasizes the need of creating a more all-encompassing and thorough human resource management plan to enhance employee performance, including more detailed motivating elements. By using this approach, firms may optimize their ability to use employee potential and successfully attain their corporate objectives.

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