

The Effect of Work Discipline and Job Involvement on the Performance with Incentive as Intervening Variable

Dewi Rachmawati¹ , Hanif Mauludin²

¹((Student of Master Program of Management, STIE Malang Kucecwara, Indonesia)

²(Lecturer of Master Program of Management, STIE Malang Kucecwara, Indonesia)

Corresponding Author: Dewi Rachmawati

ABSTRACT : *The purpose of this research is to analyze the influence of job involvement and work discipline on the performance of State Civil Apparatus Pasuruan with incentive as intervening variable. Population and sample consist of State Civil Apparatus in Government of Pasuruan Regency taken by Cluster Sampling with number of 130 people. Data were collected through questionnaires and analysis method used is path analysis (path analysis) processed with software Smart Partial Least Square (PLS). The result of hypothesis testing found that that discipline and job involvement have an effect on performance, while incentives have no significant effect on performance. The results of the analysis of mediation variable can be concluded that incentives are not proven to mediate the influence of work involvement and work discipline on performance.*

KEYWORDS - *Job Involvement, Discipline, Incentive, Performance*

Date of Submission: 20-07-2017

Date of acceptance: 04-08-2017

I. INTRODUCTION

The role of the State Civil Apparatus is very important in government institutions /agencies, where they are a force to support sustainable national development. Based on PP No. 11 of 2017 on Civil Service management that Civil Servant Management is the management of civil servants to produce professional civil servants, have basic values, professional ethics, free from political intervention, clean from corrupt practices, collusion and nepotism. The main of detected problems in personnel management are the lack of competence and inconsistent needs / placements in positions, unoptimal performance or productivity, low State Civil Apparatus integrity, and incentive systems that are not feasible and performance-based.

One of the foundations for achieving organizational goals is Employee Performance. The success of the organization in improving its performance depends on the quality of the human resources concerned in working while in the organization. Furthermore, the role of human resources for organizational performance is crucial, human resource decisions must be able to improve efficiency and even improve organizational outcomes and also impact on increasing community satisfaction (Logahan (in Pangarso, A and Susanti, PI, 2016))

One of the efforts of Pasuruan Regency Government to improve ASN performance is by giving incentives as set forth in Regulation of Regent Number 38 Year 2016 About Additional Income Of Regional Official In Pasuruan Regency Government Environment. It is hoped that by giving TPPD can improve the discipline, performance and engagement of ASN work in Pasuruan Regency Government. In the context of giving Additional Income of Regional Officials, actually there are program have not working in accordance with the expectations of Pasuruan Regent. The attendance rate used as an indicator of Additional Income of Regional Officials is still not working well, there are still many employees who are late go to work, returning prematurely, not going to work without permission and leaving their jobs and / or offices during office hours outside the agency's interest.

This research was conducted with the aim to prove and analyze the influence of Work Discipline on Performance, Discipline Influence on Incentives, Influence of Job Engagement on Performance, Influence of Job Engagement on Incentives, Incentives Influence on Performance.

II. LITERATURE REVIEW

Work Discipline

Discipline is a tool used to improve and manage the knowledge, attitudes and behaviors of employees as an influence to increase awareness and willingness of a person to comply with all company regulations and prevailing social norms and improve performance appraisal. The impact, the creation of the situation in an orderly, efficient and influence work environment. (Siagian, 2002: 302, Rivai 2005: 444, Fathoni, 2006, Moenir 1983: 213)

Job Involvement

Job Involvement is the degree to which the individual identifies himself/herself with his/her work, actively participates in it, and assumes that his performance is important for his or her self-esteem so as to internalize the values of the good of the job or the importance of the job to the individual's worth. The extent to which a person's work performance affects his/her self-esteem and psychologically identifies himself/herself with his/her job or the importance of the job in his total self-image. Employees who have a high level of involvement are very impartial and genuinely concerned with the areas of work they do. A person who has a high Job Involvement will melt into the work he is doing. A high level of work involvement is associated with Organizational Citizenship Behavior and work performance. In addition, a high level of work involvement possible decrease the number of employee absentees. (Lodahl and Kejner (in Cohen, 2003), Robbins, 2009, Hiriappa 2009).

Incentive

Incentive is additional payments beyond the salary awarded to an employee with achievement above standard achievement. Incentives are generally undertaken as a strategy to increase productivity and efficiency of the company by utilizing the behavior of employees who have a tendency to work potluck or not optimal. (Simamora, 2004: 514, Hasibuan, 2007: 117, Dessler, 2009)

Performance

Performance is the work achieved by a person or group of persons, whether physical or material or non-physical or non-material, generated by the functions or indicators of a job or profession within a certain time according to their authorities and responsibilities in an effort to achieve the objectives of the organization concerned legally, not violating the law and in accordance with the moral or ethical. (HadariNawawi, 2005, Wirawan, 2009, Moerhariono, 2010).

H1: Work discipline influence to incentives

Discipline of the performance of employees, whether good or bad, will affect the performance of employees. This is consistent with Hasibuan's statement (2002: 193) that discipline is the awareness and willingness of a person to comply with all corporate rules and prevailing social norms. Comply all company rules and social norms that apply employee performance will tend to increase towards the better. In addition, the results of this study support Government Regulation No. 53 of 2010, the benchmark discipline of civil servants work is to comply with obligations that should not violate the prohibition of Civil Servants. The explanation is relevant to previous research conducted by Sembiring A. (2016), Prakarsa Utama D (2010) and Pangarso A, IntanSusanti P. (2016) proving that work discipline has a positive and significant impact on performance.

H2: Work discipline influence to performance

According to Malayu (2003) that discipline is the operative function of human resource management is important because the better of discipline employees, the higher the performance that can be achieved by an employee. The explanation is supported by previous research Prakarsa Utama D (2010), Sejati, Komariah, Abubakar (2016) proving that work discipline has a positive and significant impact on incentives.

H3: Job Involvement influence to Incentives

The provision of compensation and effective and efficient job involvement will have an influence on employee productivity because indirectly the company gives spirit for employee morale (Chugtai, 2008). This opinion can be interpreted that the job involvement gives a significant influence on the performance of employees

H4: Job Involvement influence to Performance

Li and Long (1999: in Khan, 2011) define work involvement as a degree when a person exhibits emotional involvement or mental with a job that is closely related to performance. Therefore, the employee who has high job involvement on his job has a full focus on his work, then the employee will have a high performance. This opinion is in accordance with research conducted by Wijaya (2015), Riza, Prohimi, Juariyah (2016) stating that there is a significant influence between work involvement with Performance.

H5: Incentive influence to Performance

Malayu S. P. Hasibuan (2001: 117), argued that incentive is additional remuneration given to certain employees whose performance is above the standard achievement. This incentive is a tool used by the supporters of fair principles in the provision of compensation.

Siagian (2010: 268) also explains that incentives are given to encourage higher employee productivity for their employees. This is in line with research conducted Candrawati, Musadieg and Hakim (2013) and Riza, Prohimi and Juariah (2016) where incentive has a significant influence on employee performance. The concept of influence of each research variable based on the description above can be depicted in the conceptual framework model as follows:

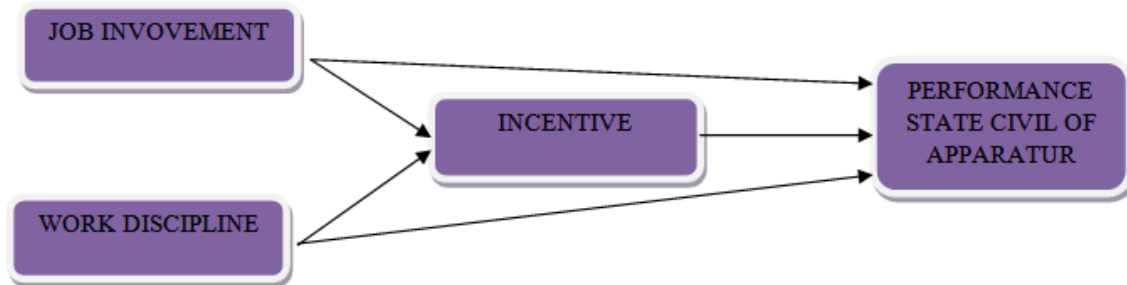


Figure 1. Research Model

III. RESEARCH METHODOLOGY

Types of research

The type of research used type of quantitative research. Quantitative research is a research that focuses on testing the hypothesis. Therefore, to find the truth of the hypothesis which is then performed statistical tests to provide explanatory information in the form of accurate data in order to be analyzed further to obtain valid results. The type of research used in this study is explanatory research, is a research that is shown to explain the causal relationship between research variables and test the formulated hypothesis.

Population and Sample

Population and sample in this research is State Civil of Apparatus in Pasuruan Regency Government, taken by Cluster Sampling because the object under research is too wide and the data is easily obtained by the researcher. Survey research is a research that takes samples from one population using a questionnaire as a basic data collection tool (Singarimbun and Effendi: 1987: 3). Based on the above opinion that the population in this study is the State Civil Apparatus in the neighborhood of Pasuruan Regency office complex which amounted to 1.004 people and in this study researchers took 15% of the population. So the samples taken are $15\% \times 1.004 = 151$ people. From 151 questionnaires distributed, the number of questionnaires filled and returned was 130.

Operational Definition of Variables and Measurements

1. Job Involvement Variable (X2)

Job involvement is a psychological state that reflects a person actively participating in his/her work, identifying with his/her work, and realizing work performance as important to his/her self-esteem. Job involvement includes 3 characteristics expressed by Kanungo (1982) which include:

- 1) Actively participates in the work shows individuals involved and attention to their work.
- 2) Prioritizing the work shows the individual who will always try his best for his job and regard his work as an attractive center in his life and deserve to take precedence.
- 3) Important work for self-esteem shows the individual assumes the work is important to his self-esteem.

2. Work Discipline Variable (X2)

The definition of this discipline in accordance with the Government Regulation of the Republic of Indonesia number 53 Year 2010 on the Discipline of Civil Servants States that the discipline of civil servants is the willingness of Civil Servants to abide by the obligation and to avoid the prohibitions prescribed in the legislation and / obedient or infringed is punishable by disciplinary punishment. According to Saydam (1997: 204) the indicator to measure the discipline as follows:

- a) Comply working hours and return hours;
- b) Comply wearing of a complete uniform with its attributes and identification marks;
- c) Participate in any required ceremony;
- d) Be polite and behave towards all employees, manager and other members of society.

3. Incentive Variable (Y1)

Incentives are remuneration paid to employees on the basis of employment with the intention that employees are willing to work better and to be able to achieve higher levels of performance, so someone willing to work

seriously if there is a high morale inside. Incentives are intended to meet the needs of employees and their families. Indicators Incentives from previous research conducted by (Erbasi and Arat, 2012) The Influences of Financial and Non-financial Incentives on Job Satisfaction: An Examination of Food Chain Premises in Turkey:

- 1) Financial Incentives
 - a. Value of salary compared to other government agencies
 - b. Bonus work
 - c. Overtime pay if working over time
- 2) Non financial Incentives
 - a. Security and health insurance
 - b. The application of clear sanctions
 - c. Career opportunities
 - d. Opportunity to employees to give aspirations or ideas

4. Performance Variables (Y2)

Performance is the result and work behavior generated by an employee in accordance with his/her role in the organization within a certain period. Good employee performance is one of the most important factors in an effort to increase productivity. Performance indicators according to Jane, Pearce and Porter (1997) are:

1. Quantity of work
2. Quality of work
3. Employee efficiency
4. Fulfillment of standards
5. Timeliness of work implementation
6. Conformity of work procedures

Analysis Method

This research uses data analysis method by using Software Smart PLS version 2.0 that run with computer media. PLS (Partial Least Square) is a variance-based structural equation analysis (SEM) that can simultaneously perform testing of measurement models and also structural model testing. The measurement model is used to test the validity and reliability, while the structural model is used for causality test (hypothesis testing with prediction model).

IV. RESEARCH RESULT AND DISCUSSION

Background of Respondents

Table 1 below presents a demographic profile of 130 respondents who participated in the study, which included age, gender and education level.

Table 1. Profile of Respondents

Information	Total	Percentage
Age		
20-29 years	14	10.8%
30-39years	36	27.7%
40-49years	45	34.6%
50-59 years	35	26.9%
Total	130	100%
Gender		
Men	76	58.5%
Women	54	41.5%
Total	130	100%
The Last Educations		
ES/JHS/SHS	52	40%
DIPLOMA	2	2%
BACHELOR(S1)	62	47%
POST GRADUATE (S2/S3)	14	11%
Total	130	100%

*Notes : ES =elementary school, JHS = Junior high school, SHS = senior High School

Source: primary data, processed 2018

According to table 1 above obtained characteristics of State Civil of Apparatus respondents in the District Government of Pasuruan is dominated by mature age with long service life. Where mature age is synonymous with a mature mindset, high work motivation, are already in positions and important roles within the organization to be a determinant of the policy in achieving organizational goals. Moreover, the above data it is also known that the number of male and female employees is proportionally balanced so that there is no discrimination between men and women and have equal rights and opportunities in both job and self-

development tasks. Education owned by State Civil of Apparatus at Local Government of Pasuruan Regency is mostly bachelor degree, this is caused by government demand to increase human resource apparatus so that recruitment Candidate State Civil of Apparatus more needed bachelor degree. Global challenges and public demand for government services are increasingly high so that the need for superior human resources and competent in dealing with demands and improving the quality of public services provided to the community.

Parametric analysis

Test the validity of the research indicator

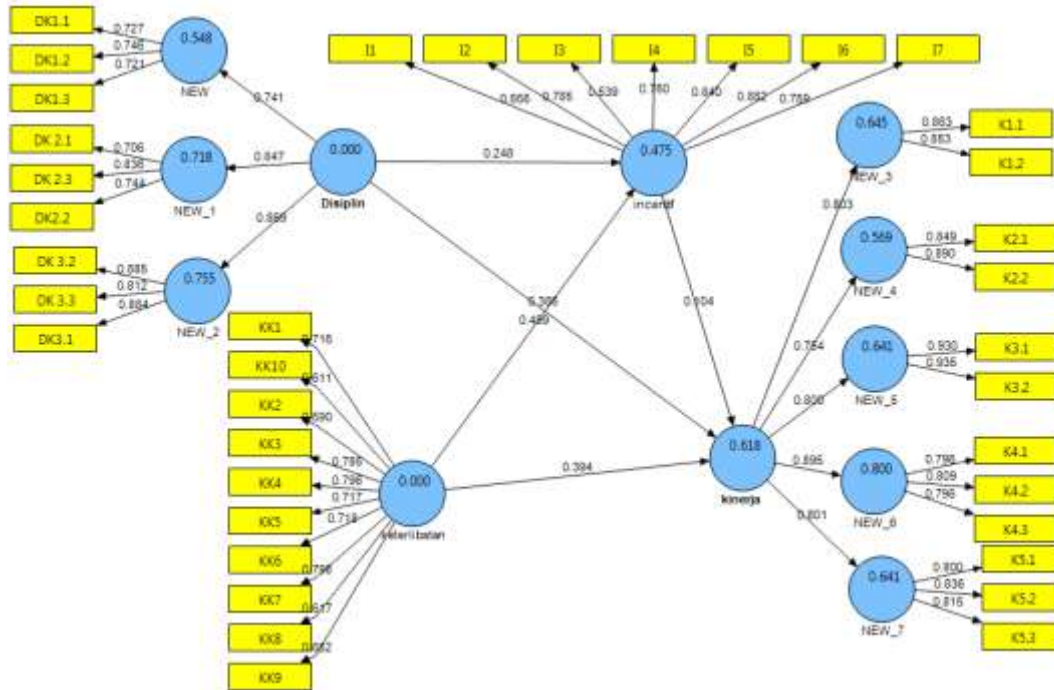
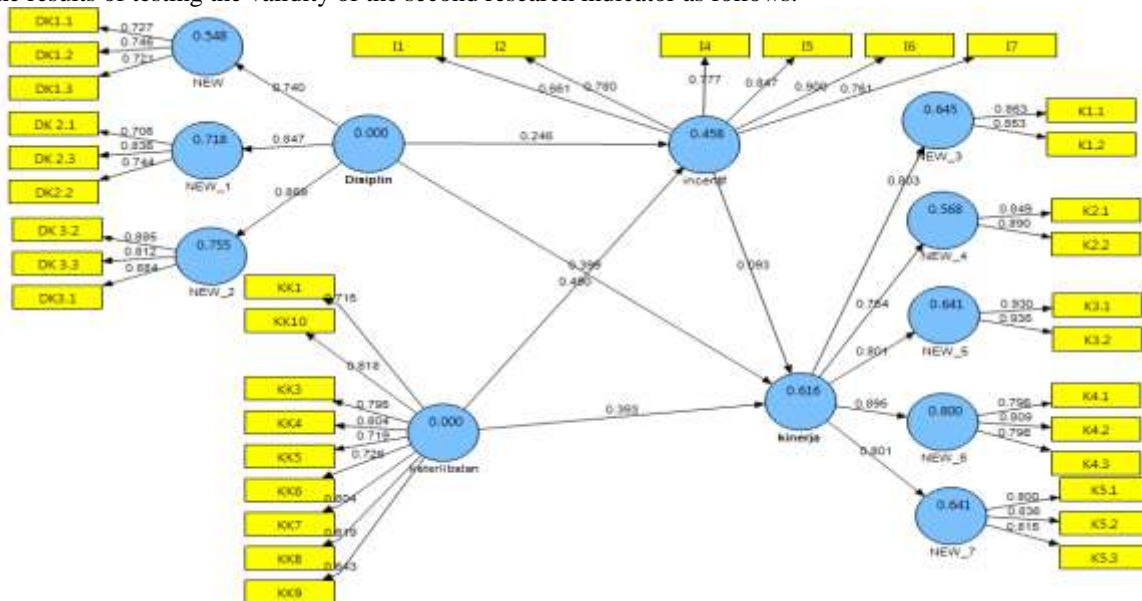


Figure 2. Test the validity of the research indicator

The result of validity test to all indicator of research known there are some indicator which is not valid. The research indicator is considered invalid when the loading factor value is less than 0.6 indicator that has a value of loading factor below 0.6 include: KK2 and I3. All invalid indicators will be removed from the model.

The results of testing the validity of the second research indicator as follows.



The results of testing the validity of the second indicator of research indicate all indicator of the research has had the value of factor loading above 0.6. In addition, all indicators have good validity.

Test of indicator reliability indicator

The test indicator's reliability test is measured from the alpha cronbach value. From the results if the data known cronbach alpha value has exceeded the number 0.7 and the research indicator has had good reliability.

Table 2. Reliability test

	Cronbachs Alpha
Discipline	0.822261
Incentive	0.878039
Job Involvement	0.881593
Performance	0.899990

Test the research model

In SEM analysis it is necessary to test the research model (goodness of fit test). Model evaluation is done by looking at the percentage variance described by the independent variables to the dependent variable. The percentage of variance is known from the value of R2 for the dependent construct by using the Stone-Geisser Q square test. The Q Square value of 0.3 - 0.5 is moderate enough and for the Q Square value above 0.6 it is said to be good.

Tabel 3. R Square

	R Square
Discipline	
Incentive	0.458006
Job Involvement	
Performance	0.615978

From table 3. R Square can be calculated value of Q square test using formula $1 - ((1-0.458006) \times (1-0.615978)) = 0.79$. These results indicate that the research model tested has good goodness of fit test.

Hypothesis testing

Hypothesis testing is done by looking at the inner value of the resulting model as shown in Fig. 2 and 3.

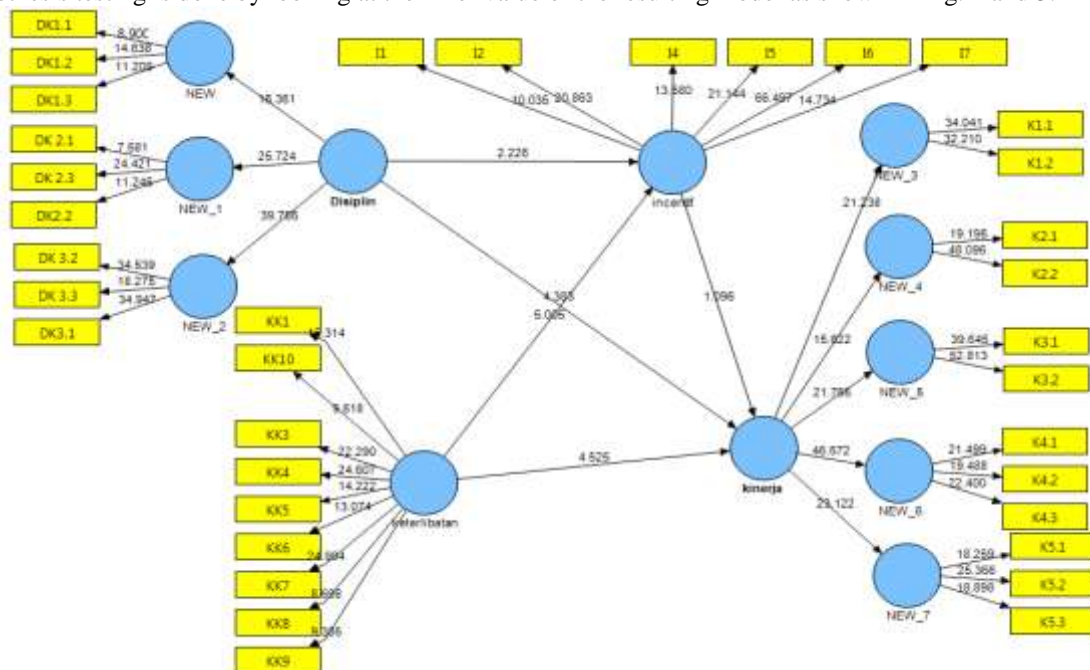


Table 4. coefficient of path between variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics ((O/STERR))	sig P	Hipotesis
Discipline -> Incentive	0.246245	0.242895	0.110606	0.110606	2.226323	0.03	Accepted
Discipline -> Performance	0.398591	0.392181	0.090937	0.090937	4.383165	0.00	Accepted
Incentive -> performance	0.093109	0.101088	0.084964	0.084964	1.095863	0.28	Rejected
Job Involvement-> Incentive	0.48969	0.501074	0.097847	0.097847	5.004646	0.00	Accepted
Job Involvement -> performance	0.392755	0.392159	0.086794	0.086794	4.525144	0.00	Accepted

The influence of Discipline on Incentive

The result of inner model estimation for direct influence between discipline to incentive shows path coefficient value calculation to 0.246245, t-statistics of 2.226323 and Sig value of 0.03. The result of this statistic prove that there is a positive and significant influence between the discipline of incentives. Therefore, the research hypothesis which states there is significant influence between discipline to incentive is accepted.

The influence of Discipline on Performance

The result of inner model estimation for direct influence between discipline to performance shows coefficient value of path calculation to 0,398591, t-statistic calculation to 4,383165 and Sig value calculation to 0.00. The result of this statistic proves that there is a positive and significant influence between the discipline on performance. Therefore, the research hypothesis which states there is significant influence between discipline on performance is accepted.

Incentive Influence on performance

Result of inner model estimation for direct influence between satisfaction to performance shows coefficient value of lanecalculation to 0.093109, t-statistic calculation to 1.095863 and value of Sig equal to 0.28. The result of this statistic proves that there is no statistically proven positive and significant influence between incentive on performance. Therefore, the research hypothesis which states there is significant influence between incentive on performance is rejected.

The Influence of Incentives on Work Involvement

The result of inner model estimation for direct influence between incentive to incentive shows coefficient value of path calculation to 0.48969, t-statistic calculation to 5.004646 and Sig value calculation to 0.00. This statistical result proves that there is a positive and significant influence on incentives. Therefore, the research hypothesis which states there is a significant influence between incentive involvement can be accepted.

The Influence of Work Engagement on Performance

Result of inner model estimation for direct influence between work involvement to performance shows coefficient value of path equal to 0,392755, t-statistic calculation to 4,525144 and Sig value calculation to 0.00. These statistical results show that there is a proven cohesive influence between involvement with performance. Therefore, the research hypothesis which states there is a significant influence between job involvement on performance can be accepted.

V. DISCUSSION

1. Work Discipline Influence Positive and Significant toward Incentives

The result of data analysis and hypothesis test show that work discipline have positive and significant influence to incentive presenting whether good or bad, State Civil Apparatus working discipline in Pasuruan Regency Government will have an impact on the amount of incentive to be received. This is in line with Regent Regulation No. 38 of 2016 on the Income Addition of Regional Employees where the work discipline is used as an indicator of the provision of Additional Income of Regional Officials. According to Handoko (2008, pp. 156) incentives are given to employees with disciplinary goals, with considerable rewards, employee discipline will be better. They will realize and comply all applicable rules.

Giving incentives not as employee rights but rather to respect or in other words as an institutional strategy in providing motivation to employees who have upheld and uphold the attitude of discipline. The Civil State Apartment is also a human resource that deserves to be motivated to be disciplined and have high morale. Management incentives in the right way will maintain and maintain employee discipline. If the incentive system is not well managed, it will result in lazy employees, and reduce their efforts for example by looking for alternative jobs to meet their life needs.

These results are corroborated by previous research conducted by Main Prakarsa D (2010), Sejati, Komariah, Abubakar (2016) which proves that work discipline has a positive and significant impact on incentives.

2. Work Discipline Influence Positive and Significant toward Performance

Based on the results of the analysis shows that the discipline of work have a positive and significant impact on performance, these results indicate the percentage discipline of employee performance will affect to performance of employees. This is consistent with Hasibuan's income (2002: 193) that discipline is the awareness and willingness of a person to comply with all corporate rules and prevailing social norms. Comply all company rules and social norms that apply employee performance will tend to increase towards the better. In addition, the results of this study support Government Regulation No. 53 of 2010, the benchmark discipline of civil servants work is to comply with obligations that should not violate the prohibition of Civil Servants.

One of the efforts to maintain the authority of the State Civil of Apparatus, and also to realize the clean and authoritative Government Apparatus required a set of disciplinary regulatory instruments containing the principal obligations, prohibitions and sanctions, this as the basis of giving sanctions for State Civil Apparatus's that do not perform obligations or do violations in carrying out duties. Employee tendency in response to the given motivation of reward and punishment, more likely to respond to punishment of the rewards.

This result is relevant to previous research conducted by Sembiring A. (2016), Prakarsa Utama D (2010) and Pangarso A, IntanSusanti P. (2016) proving that work discipline has a positive and significant impact on performance.

3. Job Involvement Positive and Significant influence toward Employment Involvement to Incentives

The result of data analysis and hypothesis test show that job involvement have positive and significant influence to incentive. It can be explained that the higher the State Civil of Apparatus work involvement will also affect the level of incentive that will be received. Chughtai (2008) statement that the provision of compensation and involvement and efficient employment involvement will have an influence on employee productivity because indirectly the company gives morale to employees.

When The State Civil of Apparatus thinks work is very meaningful to his or her, doing the job wholeheartedly, loving the job, the job of being part of the self-esteem and devoting part of the time to the work will indirectly impact on the small amount of incentives received.

4. Job Involvement Influential Positive and Significant toward Performance

According to the research results found that job involvement has a significant influence on performance, it can be explained that job involvement can be one factor that can improve the performance of the State Civil of Apparatus Pasuruan Regency Government. The higher of job involvement affected to more performance or otherwise. Umam (2010: 81) mentions that job involvement is defined as the degree to which a person psychologically defines himself or herself and considers his or her level of performance as important to self-esteem.

The State Civil of Apparatus who are heavily involved in his work will be increasingly appreciated by both his manager and his colleagues, so that will motivate to compete. The higher competition among The State Civil of Apparatus in an organization will further improve its performance. Most of The State Civil of Apparatus in Pasuruan Regency assume that work is part of self-esteem, devote most of the time to work and earn a living from this job.

The results of this study in accordance with research conducted by Wijaya (2015), Riza, Prohimi, Juariyah (2016) which states that there is a significant influence between the job involvement with Performance.

5. Incentives does not Influence to Performance

Based on the results of the research found that incentive does not influence to the performance, this result means that the incentive does not influence the improvement of The State Civil of Apparatus performance in Pasuruan Regency Government. This is contrary to the opinion of Hasibuan (2001: 117) Incentive in addition to remuneration given to certain employees whose performance is above the standard achievement, but in this study the provision of incentives is not considered something that motivates performance improvement by the State Civil of Apparatus Pasuruan Regency Government.

Many factors that cause this assumption occurs one of which is the State Civil of Apparatus already feels quite feasible in terms of income and facilities so that additional income does not provide a significant influence in improving employee performance. The State Civil of Apparatus Pasuruan Regency prefers work discipline such as timely entry and return and work convenience to improve its performance rather than providing incentives. Increased performance more back on The State Civil of Apparatus characters respectively.

This reinforces previous research conducted by Sembiring A. (2016) proving that incentives have no significant influence on employee performance but contrary to research conducted by Candrawati, Musadieq and Hakim (2013) and Riza, Prohimi and Juariah (2016) where incentives have a significant influence on employee performance.

6. Incentives are not Proven to Mediate Work Discipline and Job Involvement On Performance

Based on the results of the analysis shows that the work discipline moderated by the incentive variable has no significant influence on the performance of employees in the Regional Government of Pasuruan Regency. This means that although the discipline of work directly affects the amount of incentive received by The State Civil of Apparatus but does not significantly influence the performance improvement. Additional income or incentives are calculated by reference, among others: Attend work, enter and return on time. Provided that The State Civil of Apparatus that can not receive additional income are Task Learning, Alpha, Permit and without explanation, and All types of leave. Specially, The State Civil of Apparatus which is sick given full not cut. From the above parameters can not measure the quantity and performance The State Civil of Apparatus, so it can not significantly affect the performance of The State Civil of Apparatus.

The results of the study also found that incentives are not proven to mediate the involvement of work on performance, so it can be interpreted even though the involvement of work directly affects the incentives obtained The State Civil of Apparatus but not significantly mediate the performance of the State Civil of Apparatus. The comfort factor and conducive working environment can make the performance of the State Civil of Apparatus increasing, not solely because of the incentives received. Harmonious communication between fellow employees and superiors make team work more compact and work easier to complete so that impact on the State Civil of Apparatus performance improvement.

VI. CONCLUSIONS AND SUGGESTION

Conclusion

Based on the descriptions in the previous chapter, we get some conclusions that are used to answer the research problem formulation as follows:

1. Work Discipline has a positive and significant influence on the performance of State Civil Apparatus Pasuruan Regency Government, which means that good job discipline of State Civil Apparatus Pasuruan Regency Government will have an impact on good performance. This result is relevant to previous research conducted by Sembiring A. (2016), Prakarsa Utama D (2010) and Pangarso A, Intan Susanti P. (2016) proving that work discipline has a positive and significant impact on performance.
2. Work Discipline has a positive and significant impact on incentives, which means that both the percentage discipline of State Civil Apparatus in the Regional Government of Pasuruan Regency will also influence the amount of incentive to be received. These results are corroborated by previous research conducted by Prakarsa Utama D (2010), Sejati, Komariah, Abubakar (2016) which proves that work discipline has a positive and significant impact on incentives.
3. Job Involvement has a positive and significant impact on employee performance, it shows that job involvement can be one factor that can improve the performance of The State Civil of Apparatus Pasuruan Regency Government. The results of this study in accordance with research conducted by Wijaya (2015), Riza, Prohimi, Juariyah (2016) which states that there is a significant influence between the involvement of work with Performance.
4. Job involvement has a positive and significant influence on incentives, it shows that the higher the State Civil Apparatus work involvement, the higher the incentive received by State Civil Apparatus Pasuruan Regency Government.
5. Incentives does not influence to the performance of employees, this means that the incentives does not influence the increase in State Civil Apparatus performance in Pasuruan Government Regency. This reinforces previous research conducted by Sembiring A. (2016) proving that incentives have no significant influence on employee performance but contrary to research conducted by Candrawati, Musadieq and Hakim (2013) and Riza, Prohimi and Juariah (2016) where incentives have a significant influence on employee performance.
6. Incentives are not proven to mediate the relationship between the discipline of work to the performance of employees. This means that the better the the State Civil of Apparatus work discipline in an organization will be the large number of incentives obtained, but does not have a significant impact on performance. Incentives are not proven to mediate the relationship between employment involvement and employee performance, meaning that if State Civil Apparatus involvement in an organization is high it will have an impact on the incentives it receives but does not have an impact on improving employee performance.

Suggestion

Based on the results of the research and conclusion above, it can be given some suggestions as follows:

1. Improved performance can be realized by creating a conducive and comfortable working environment for the State Civil of Apparatus. A solid team work indispensable to get the job done. By encouraging the State Civil of Apparatus 's engagement rate can be an influence strategy to improve the State Civil of Apparatus performance. Increasing employment involvement can be done by encouraging employees to have more attachment to the job, for example by giving motivation from superiors to always grow the attitude that work is important for self-esteem, helping employees find the meaning and purpose of their work, and help encourage employees in attitude more priority to work by giving praise and appreciation to employees who finish the job well and on time.
2. Work discipline can be improved by making clear systems and rules that the State Civil of Apparatus must comply to to minimize irregularities. The regency government of Pasuruan has applied online attendance to discipline The State Civil of Apparatus in terms of attendance so as to minimize the delay and leave early.
3. The organization's leaders need to create an incentive-giving strategy by making the system based on performance and class of position. This will have a direct impact on performance, because the higher the The State Civil of Apparatus performance, the greater the point the greater the incentive will be. Another research in the future should more develop this model by adding other closely related variables, such as performance appraisal or work motivation or with other indicators.

REFERENCES

- [1]. Government Regulation No. 53 of 2010 concerning Civil Service Discipline
- [2]. Government Regulation number 11 of 2017 on Civil Servant Management
- [3]. Regent Regulation No. 38 of 2016 on Supplementary Income of Regional Officials in Pasuruan Regency Government
- [4]. Arikunto, Suharsimi. 1998. Working orders are a practical approach. Jakarta: RinekaCipta.
- [5]. Bimber, Bruce. 2003. Information and American Democracy: Technology in the Evolution of Political Power. Cambridge University Press: Cambridge.
- [6]. Candrawati DD, et al. 2013. The Influence of Incentives on Employee Performance, JAB. Vol 1 No.2: 154-155
- [7]. Cohen, A & E. Vigoda. 2003. Do Good Citizen Make the Administration and Society Citizens of Good Organizations. Vol 32
- [8]. Dessler Gary, 2009. Human Resource Management, Jakarta: Tenth Edition Volume Two PT Index page 46.
- [9]. Fathoni, Abdurrahmat. 2006. Organization and Human Resource Management. Jakarta: Rineka Cipta.
- [10]. Hasibuan, H. Malayu, SP, 2002, Human Resource Management, Jakarta: BumiAksara.
- [11]. _____, 2001. Human Resource Management: Fundamental, Understanding, and Problems. Jakarta: PT. GunungAgung Store
- [12]. _____, 2006, Fundamental Management, Understanding, and Problems, Revised Edition BumiAksara.: Jakarta
- [13]. Hadari Nawawi. 2005. Applied Research. Yogyakarta: Gajah Mada University Press.
- [14]. Handoko Hani T, 2003, "Personnel Management and Human Resource Management" Fifth edition
- [15]. Hiriyappa, B. 2009. Organizational Behavior. New Delhi: New Age International Publisher.
- [16]. Khan, T. I. 2011. Job Involvement as Predictor of Employee Commitment: Evidence from Pakistan. International Journal of Business and Management
- [17]. Moenir, U.S., 2000, Management and Organization Approach to Personnel Development, Jakarta: GunungAgung.
- [18]. Nazir. 2003. Research Methods. Jakarta: Galia Indonesia.
- [19]. Pangarso, A et al. 2015, The Effect of Work Discipline on Employee Performance in Basic Social Services Bureau of West Java Provincial Secretariat. Journal of Theory and Applied Management Year 9 No.2, August 2016
- [20]. Robbin, Stepen P. 2003. Organizational Behavior. Index. Jakarta
- [21]. Robbins, P. Stephen and Timothy A. Judge, 2009, Organizational Behavior, 13th Edition, Pearson Education, Inc., Upper Saddle River, New Jersey
- [22]. Riza F.A et al. 2016 The Influence of Compensation and Employment Engagement to Employee Performance. EKOBIS - Business Economics Vol. 22, No. 1, May 2017: 58 – 66
- [23]. Saydam, Gouzali, 1997, Dictionary of Personnel Terms, Jakarta: SinarHarapan Library.
- [24]. Sembiring A, 2016, Influence of Incentives and Discipline on Employee Performance of Education and Culture Office of East Kutai Regency. Untag Samarinda. Page 15-30
- [25]. Truthfulness, DH, dkk. 2016, Effect of Incentives on Civil Service Employee Discipline in PPPPTK and PLB Bandung, Journal of ADPEND: 91-101
- [26]. Septiadi SA, et al. 2017, Influence of Performance Engagement on Performance with the Implementation of Organizational Commitment, E-Journal of Economics and Business Udayana University 6.8 (2007): 3103-3132
- [27]. Siagian, Sondang P. 2003. Leadership Theory & Practice, RinekaCipta, Jakarta. Simamora, Henry, (1999), Human Resource Management, Yogyakarta: STIA YKPN.
- [28]. Singarimbun, Masri and Sofian Effendi. 1989. Survey Research Methods. LP3ES. Jakarta
- [29]. Main DP, 2010, The Effect of Work Discipline and Compensation System of Civil Servants on Performance of Civil Servants in State Personnel Board, FISIP UI. Jakarta. Page 95-100
- [30]. Viethzal, Rivai, 2005, Human Resource Management, Jakarta, Raja Grafindo Persada.
- [31]. Wibowo, 2007, Performance Management, Jakarta Raja Grafindo Persada.
- [32]. Wijaya, Sean, 2015, The Effect of Job Involvement on the Performance Employees of PT Sekar Laut as organization commitment as a intervening variable. Jakarta

Dewi Rachmawati "The Effect Of Work Discipline And Job Involvement On The Performance With Incentive As Intervening Variable." International Journal of Business and Management Invention (IJBMI) , vol. 07, no. 08, 2018, pp. 21-30.