PUBLIKASI JURNAL

THE INFLUENCE OF COMPENSATION, TRAINING, WORK DISCIPLINE, AND WORK MOTIVATION ON THE PERFORMANCE OF PARTICIPANTS AT PUSDIKLAT PT. AMERTA SECURINDO

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PROGRAM STUDI MAGISTER MANAJEMEN
PROGRAM PASCASARJANA
UNIVERSITAS RIAU KEPULAUAN
KOTA BATAM

2026

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Publikasi Jurnal ini untuk Memenuhi Sebagai Persyaratan
Mendapatkan Gelar Magister Manajemen

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LEMBAR PERSETUJUAN PUBLIKASI JURNAL

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Program Pascasarjana Universitas Riau Kepulauan

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ABSTRAK

Pengaruh Kompensasi, Pelatihan, Disiplin Kerja, Dan Motivasi Kerja Terhadap Kinerja Peserta Pusdiklat PT. Amerta Securindo

Tujuan dari penelitian ini adalah untuk secara parsial dan bersamaan meneliti bagaimana kinerja peserta Pusdiklat di PT. Amerta Securindo dipengaruhi oleh gaji, pelatihan, disiplin kerja, dan motivasi. Studi ini menggunakan metodologi kuantitatif dan desain asosiatif eksplanatori. Dari Oktober 2025 hingga Maret 2026, populasi terdiri dari 282 orang. Metode Slovin dengan margin kesalahan 5% digunakan untuk menghitung ukuran sampel, menghasilkan 165 jawaban. Data dikumpulkan menggunakan kuesioner skala Likert, dan analisis regresi linier berganda dilakukan menggunakan SPSS. Hasilnya menunjukkan bahwa kompensasi, pelatihan, disiplin kerja, dan motivasi semuanya memiliki pengaruh yang agak positif dan cukup signifikan terhadap kinerja peserta. Dengan nilai F sebesar 156,765 dan nilai signifikansi 0,000, uji simultan lebih lanjut menunjukkan bahwa semua faktor independen memiliki pengaruh yang cukup besar terhadap kinerja peserta. Kompensasi, pelatihan, disiplin kerja, dan motivasi kerja menjelaskan 79,1% variasi dalam kinerja peserta, menurut nilai Adjusted R Square sebesar 0,791. Faktor lain di luar model penelitian memengaruhi persentase yang tersisa.

Kata Kunci: Kompensasi, Pelatihan, Disiplin Kerja, Motivasi Kerja, Kinerja Peserta

ABSTRACT

The Influence Of Compensation, Training, Work Discipline, And Work Motivation On The Performance Of Participants At Pusdiklat PT. Amerta Securindo

The purpose of this study is to partially and concurrently examine how Pusdiklat participants' performance at PT. Amerta Securindo is impacted by pay, training, work discipline, and motivation. This study uses a quantitative methodology and an explanatory associative design. From October 2025 to March 2026, 282 individuals made up the population. The Slovin method with a 5% margin of error was used to calculate the sample size, yielding 165 responses. Data was collected using a Likert-scale questionnaire, and multiple linear regression analysis was conducted using SPSS. The results demonstrate that compensation, training, work discipline, and motivation all have a slightly favorable and substantial influence on participant performance. With a F value of 156,765 and a significance value of 0.000, the simultaneous test further demonstrates that all independent factors have a substantial impact on participant performance. Compensation, training, work discipline, and work motivation account for 79.1% of the variation in participant performance, according to the Adjusted R Square value of 0.791. Other factors outside the study model have an impact on the remaining percentage.

Keywords: *Compensation, Training, Work Discipline, Work Motivation, Participant Performance*

KATA PENGANTAR

Puji Syukur kami panjatkan kepada Tuhan Yang Maha Esa atas segala berkat, rahmat, serta bimbingan-Nya, sehingga penulis dapat meqyelesaikan publikasi jurnal dengan judul **"*The Influence Of Compensation, Training, Work Discipline, And Work Motivation On The Performance Of Participants At Pusdiklat PT. Amerta Securindo"*** Publikasi jurnal ini disusun sebagai bagian dari tugas akhir dalam rangka menyelesaikan studi pada Program Studi Magister Manajemen, Program Pascasarjana, Universitas Riau Kepulauan, Batam.

Penulis menyadari sepenuhnya bahwa publikasi jurnal ini tidak akan terwujud tanpa adanya doa, bimbingan, dukungan, dan bantuan dari berbagai pihak. Oleh karena itu, dengan segala kerendahan hati, penulis mengucapkan terima kasih yang sebesar-besarnya kepada:

1. Prof. Dr. Hj. Sri Langgeng Ratnasari, S.E., M.M., selaku Rektor Universitas Riau Kepulauan sekaligus Dosen Pembimbing I, yang telah dengan penuh kesabaran dan ketulusan memberikan ilmu, arahan, serta bimbingan terbaik kepada penulis.
2. Dr. Firdaus Hamta, S.E., M.Si., selaku Dosen Pembimbing II, yang senantiasa meluangkan waktu dan pikiran untuk membimbing serta memberikan motivasi kepada penulis.
3. Dr. Ervin Nora Susanti, S.Pi., M.Si., selaku Direktur Program Pascasarjana Universitas Riau Kepulauan Batam, yang telah memberikan kebijakan dan fasilitas yang mendukung penyelesaian studi penulis.
4. Dr. Lukmanul Hakim, S.E., M.Si., selaku Ketua Program Studi Magister Manajemen, Program Pascasarjana, Universitas Riau Kepulauan Batam, yang telah memberikan kelancaran administrasi akademik serta dukungan moral selama masa studi.
5. Seluruh Dosen dan Staf Program Pascasarjana Universitas Riau Kepulauan, yang telah memberikan ilmu pengetahuan, pengalaman berharga, serta bantuan administrasi selama penulis menempuh pendidikan.
6. Istri Agustina Manullang serta anak-anak saya cintai (Santiago Sitanggang , Nicola Sitanggang) yang telah banyak memberikan dukungan, perhatian, doa dan semangat selama proses perkuliahan berlangsung hingga selesai
7. Kepada kedua orang tua tercinta: Bapak J.B Sitanggang (Alm) dan ibu Tianur Napitupulu (Alm) yang sangat saya atas kasih sayang teladan dan segala harapan yang selalu menyertai langkah hidup penulis Seluruh Peserta Training Pusdiklat Pt. Amerta Securindo yang telah bersedia menjadi responden dalam penelitian ini yang telah meluangkan

waktu, memberikan informasi secara jujur dan tulus sehingga penelitian ini dapat berjalan dengan lancar.

8. Seluruh teman-teman seperjuangan di Program Studi Magister Manajemen, yang telah bersama-sama melewati suka dan duka dalam setiap semester. Terima kasih atas kebersamaan, motivasi, dan semangat yang telah diberikan.
9. Semua pihak yang tidak dapat disebutkan satu per satu, yang dengan ikhlas telah memberikan doa, motivasi, serta dukungan sehingga penulis dapat menyelsaikan tugas akhir ini.

Penulis menyadari bahwa publikasi jurnal ini masih jauh dari kata sempurna. Oleh karena itu, kritik dan saran yang bersifat membangun sangat penulis harapkan. Semoga publikasi jurnal ini dapat memberikan manfaat bagi pengembangan ilmu pengetahuan, khususnya di bidang manajemen sumber daya manusia, serta menjadi berkat bagi para pembaca dan pihak-pihak yang membutuhkan.

Batam, 22 Juni 2026

Penulis

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Asian Journal of Management Entrepreneurship and Social Science
ISSN: 2808 7399
https://ajmesc.com/index.php/ajmesc Volume 06 Issue 03

The Influence Of Compensation, Training, Work Discipline, And Work Motivation On The Performance Of Participants At Pusdiklat Pt Amerta Socurindo

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Abstract

The purpose of this study is to partially and concurrently examine how Pusdiklat participants' performance at PT Amerta Securindo is impacted by pay, training, work discipline, and motivation. This study uses a quantitative methodology and an explanatory associative design. From October 2025 to March 2026, 282 individuals made up the population. The Slovin method with a 5% margin of error was used to calculate the sample size, yielding 165 responses. Data was collected using a Likert-scale questionnaire, and multiple linear regression analysis was conducted using SPSS. The results demonstrate that compensation, training, work discipline, and motivation all have a slightly favorable and substantial influence on participant performance. With a F value of 156,765 and a significance value of 0.000, the simultaneous test further demonstrates that all independent factors have a substantial impact on participant performance. Compensation, training, work discipline, and work motivation account for 79.1% of the variation in participant performance, according to the Adjusted R Square value of 0.791. Other factors outside the study model have an impact on the remaining percentage.

Keywords: Compensation, Training, Work Discipline, Work Motivation, Participant Performance

1. INTRODUCTION

One of the key metrics for evaluating an organization's human resource management success is training participants' performance. Participant performance in the context of the

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PT Amerta Securindo Training Center is not limited to task completion; it also shows how well the organization has developed participants' competence, discipline, motivation, and preparedness for work following education and training procedures. Optimal performance will boost the organization's competitiveness, assist it meet operational goals, and enhance the caliber of its people resources..

The performance improvement of training participants is greatly influenced by various organizational factors. Compensation is one of the factors directly related to perceptions of fairness, recognition, and motivation. Adequate compensation can foster a sense of being valued, increase work spirit, and encourage participants to make better contributions. Conversely, compensation that is considered inadequate can lower participants' morale, productivity, and loyalty.

In addition to compensation, training also becomes a strategic factor because it is directly related to the improvement of knowledge, skills, and work attitudes. Training designed with competent instructors, relevant materials, appropriate methods, and clear objectives will help participants understand work more systematically. Research by Manutilaa et al. (2024) shows that education and training play a role in improving employee performance, while Susanti et al. (2023) consider training as one of the important variables in analyzing employee performance.

Additionally, work discipline becomes an element that is inextricably linked to performance. Individuals with strong work discipline are often on time, adhere to regulations, work in accordance with standards, use caution when doing duties, and exhibit moral behavior. Work discipline establishes order in companies and guarantees that training and work procedures are carried out in accordance with goals. According to Rajagukguk et al. (2024), employee performance is positively and significantly impacted by work discipline.

Work motivation becomes the next factor that drives participants to strive to achieve the best work results. Strong motivation gives participants an internal drive to learn, contribute, and demonstrate their abilities optimally. According to Maslow's hierarchy of needs theory, motivation develops through the fulfillment of physical, safety, social, esteem, and selfactualization needs. When these needs are met, participants tend to have higher work energy and achievement-oriented behavior.

Although various human resource management strategies have been implemented, there are still a number of issues indicating that employee performance is not yet fully optimal. Based on the phenomena occurring in the field, the training programs provided by the company have not been able to maximally improve employees' competencies and work skills. Some employees still experience difficulties in implementing the training results into their daily work, so the effectiveness of the training has not had an optimal impact on

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performance improvement. This condition indicates a gap between the training objectives and the results achieved by the organization.

Another problem is related to the compensation system, which has not fully been able to boost employee morale and productivity. There is still a perception that the compensation received does not fully reflect the contribution and workload provided. In addition, the level of work discipline is also still suboptimal, as indicated by lateness, absenteeism, and lack of compliance with company rules. The lack of appreciation, recognition, and work encouragement from the organization is also suspected to cause a decline in motivation among some employees. If these conditions are not addressed immediately, they could impact work effectiveness and the achievement of organizational targets.

The discussion in this study will be focused and aimed at finding answers to the problem statements as follows:

1. Does compensation affect the performance of participants at the Pusdiklat of PT Amerta Securindo?
2. Does training affect the performance of participants at the Pusdiklat of PT Amerta Securindo?
3. Does work discipline affect the performance of participants at the Pusdiklat of PT Amerta Securindo?
4. Does work motivation affect the performance of participants at the Pusdiklat of PT Amerta Securindo?
5. Do compensation, training, work discipline, and work motivation simultaneously affect the performance of participants at the Pusdiklat of PT Amerta Securindo?

This occurrence makes it crucial to carry out this study in order to examine how participants' performance at Pusdiklat PT Amerta Securindo is affected by pay, training, work discipline, and motivation. It is anticipated that this study will contribute empirically to the advancement of human resource management science and offer the organization with assessment data to enhance participant performance and training program efficacy.

2. LITERATURE REVIEW

2.1 Participant Performance

One of the key factors in determining if an individual is successful in completing the duties and obligations delegated by the company is performance. In general, performance may be defined as the outcomes of an individual's work in carrying out their duties in accordance with the established standards, aims, and goals. Performance is measured not only by the amount of work that can be done, but also by the caliber of the work produced,

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punctuality, cooperation skills, discipline, and the person's attitude when carrying out their responsibilities..

Gomes claims that a person's performance may be evaluated using a number of metrics, including work quantity, work quality, job knowledge, creativity, cooperation, perseverance, initiative, and personal qualities. Work quantity is the amount of work that can be finished in a given length of time. The degree of correctness, neatness, and conformance of work outcomes with the defined criteria is a measure of work quality. Job knowledge is a measure of how well a person comprehends their duties, responsibilities, and processes.. Creativity shows an individual's ability to provide new ideas or methods to complete work more effectively. Cooperation describes an individual's ability to interact and work with others in achieving common goals. Perseverance indicates consistency in performing tasks, while initiative relates to the willingness to act without always having to wait for orders. Meanwhile, personal qualities reflect an individual's attitude, responsibility, honesty, and work ethics.

In the context of this research, participant performance is understood as the ability of participants at Pusdiklat PT Amerta Securindo to produce work outputs that meet targets, have good quality, and demonstrate work behaviors that support the achievement of organizational goals. Participants with good performance are generally able to understand the tasks given, complete work on time, comply with applicable rules, cooperate with other participants and instructors, and show motivation and responsibility in participating in training activities as well as work activities. Numerous internal and environmental factors might have an impact on participant performance. Ability, drive, attitude, discipline, interest, and personal accountability are examples of internal influences. In the meanwhile, external elements include the organizational policies, work facilities, leadership, work atmosphere, training quality, and remuneration system. It will be simpler for participants to get the best job outcomes if these aspects are well addressed. On the other hand, participant performance may also deteriorate if pay is insufficient, training is inefficient, discipline is poor, and job motivation declines..

As a result, the effectiveness of the participants in fulfilling their obligations is reflected in their performance. One sign that participants can successfully follow the training and development process and are prepared to contribute to the company is good performance..

2.2 Compensation

All types of compensation that an individual receives in exchange for their time, effort, aptitude, and contribution to the organization are collectively referred to as compensation.

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Due to its direct correlation with individual performance, motivation, loyalty, and satisfaction, compensation is a crucial component of human resource management. While pay that is deemed insufficient can lower employee morale and result in poor performance, fair and proper remuneration can motivate someone to work more.

Hasibuan defines remuneration as any income—direct or indirect—that employees earn in exchange for their services to the company. Salaries, earnings, incentives, bonuses, allowances, work facilities, health insurance, and other types of acknowledgment are examples of compensation. In addition to monetary compensation, non-monetary forms of compensation include chances for professional growth, acknowledgment of accomplishments, a cozy workplace, positive working relationships, and career options.

Direct financial compensation includes payments received directly by individuals, such as base salary, fees, wages, bonuses, and incentives. Indirect financial compensation includes various forms of allowances, such as transportation allowance, meal allowance, health allowance, social security, and work facilities. Meanwhile, non-financial compensation relates to psychological and social aspects, such as feeling valued, comfort at work, job security, opportunities to attend training, and recognition from the organization.

In an organization, compensation has several purposes. First, compensation aims to attract individuals who have the abilities and competencies that meet the organization's needs. Second, compensation serves to retain individuals so that they remain loyal and do not easily move to another organization. Third, compensation can increase work motivation because individuals feel that their contributions are appropriately valued. Fourth, compensation becomes a tool to encourage performance improvement, as individuals will strive to achieve targets if they feel that the rewards they receive are proportional to the effort they put in.

Fairness and appropriateness are prerequisites for good compensation. Paying employees according to their workload, responsibilities, skills, experience, and individual job outcomes is what is meant by fairness. In order for compensation to be considered adequate, it must be able to satisfy fundamental requirements and adhere to relevant criteria. Participants will be more driven to do better if they believe their reward is fair. On the other hand, if pay is thought to be out of proportion to the workload, it may lead to discontent and lower productivity..

According to this study, one of the elements that may have an impact on participants' performance at Pusdiklat PT Amerta Securindo is remuneration. Appropriate remuneration may boost happiness, provide participants a sense of stability, and motivate them to attend training sessions and do jobs more effectively. According to Nurpribadi et al.'s study from 2024, employee performance is positively and significantly impacted by salary. This

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demonstrates that the chance of enhancing individual performance inside the business increases with the quality of remuneration offered..

2.3 Training

Training is a methodical learning process that enhances a person's knowledge, skills, talents, and work attitudes to enable them to carry out activities successfully and efficiently. Training is a crucial component of human resource development because it allows people to learn new things, create better work practices, become more competent, and adjust to organizational needs.

Mangkunegara defines training as a brief educational process that employs structured, methodical processes to teach participants technical skills and information for certain objectives. In addition to enhancing technical skills, training focuses on developing work attitudes, discipline, accountability, communication, teamwork, and problem-solving abilities. After training, participants should be able to comprehend work standards, work processes, and the goals that need to be met..

The instructor, training participants, training materials, training techniques, and training objectives are some of the indicators that may be used to measure training. The person who supplies the training materials and mentors the participants is known as the instructor. Participants will find it simpler to comprehend the training material if the instructors are informed, competent, and communicative. Individuals who participate in training activities and are the primary focus of competence improvement are known as training participants. The participants' preparedness, interest, and active engagement have a significant impact on the training's effectiveness..

Training materials are the content or instructional materials provided to participants. Good materials must be in accordance with job requirements, easy to understand, relevant to organizational goals, and applicable in work practice. Training methods are related to the way the materials are delivered, such as lectures, discussions, simulations, hands-on practice, case studies, demonstrations, or other methods suitable to the characteristics of the participants. Appropriate training methods will make it easier for participants to understand the materials and apply them in their work. Meanwhile, training objectives are the goals to be achieved after the training activities are completed, such as improving technical skills, understanding work procedures, increasing productivity, or developing better work attitudes.

Effective training can provide many benefits for both participants and the organization. For participants, training can increase self-confidence, work skills, problem-solving abilities, and readiness to face tasks. For organizations, training can improve productivity, reduce

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work errors, enhance the quality of work outcomes, and create more competent human resources. Training can also help participants adapt to changes in technology, work systems, and organizational policies.

In the context of the Training Center of PT Amerta Securindo, training plays an important role in shaping participants who have competencies according to the needs of the organization. Through targeted training, participants can understand tasks, operational standards, work culture, as well as the skills required to perform their jobs. Quality training will help participants improve their work abilities, thereby impacting performance improvement. Conversely, training that does not meet the needs, is poorly structured, or is delivered using inappropriate methods can cause participants to have limited understanding of the material and be unable to apply it optimally.

As a result, one of the elements that is crucial to raising participant performance is training. The likelihood that participants will possess the information, abilities, and work attitudes necessary to attain optimal performance increases with the quality of the training given.

2.4 Work Discipline

Work discipline refers to an individual's willingness and awareness to adhere to the rules, conventions, procedures, and work standards that are relevant inside the company. An individual's amount of accountability for the duties they are allocated is reflected in their work discipline. High work discipline individuals will make an effort to be on time, follow rules, finish tasks in accordance with guidelines, uphold work ethics, and take accountability for their job's outcomes..

Work discipline, according to Rivai, encompasses a number of indications, including high levels of alertness, ethical work conduct, attendance, and conformity to work norms and standards. Attendance demonstrates how well a person adheres to work hours or planned activities. A person's compliance with organizational norms and policies is shown in their adherence to work regulations. The capacity of an individual to carry out work in accordance with relevant processes and standards is referred to as compliance with work standards. High levels of alertness are indicative of meticulous endeavor to prevent errors. Working ethically, on the other hand, demonstrates a mindset of integrity, civility, accountability, and regard for others in the workplace..

Work discipline plays an important role in creating order and organizational effectiveness. Without discipline, organizational activities can be disrupted because participants or employees do not carry out tasks according to the rules. Good discipline will encourage participants to be more consistent, responsible, and focused in achieving work

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targets. In addition, work discipline can also create an orderly, comfortable, and productive work environment.

Preventive discipline and corrective discipline are two types of work discipline. The goal of preventive discipline is to motivate people to follow the rules before they are broken. Preventive discipline may take many forms, such as socializing rules, offering advice, giving instructions, and fostering an ordered workplace atmosphere. Corrective discipline, on the other hand, refers to actions conducted in accordance with organizational policies following a violation, such as warnings, reprimands, or punishments. The goal of both types of discipline is to improve workplace conduct.

In this study, the work discipline of participants at the Pusdiklat PT Amerta Securindo can be seen from punctuality in attending activities, compliance with regulations, earnestness in participating in training, the ability to complete tasks according to instructions, and ethical behavior while in the organizational environment. Disciplined participants tend to achieve targets more easily because they have orderliness in learning and working. Conversely, participants who are less disciplined are likely to experience delays in completing tasks, lack focus during training, and fail to achieve the expected work results.

Performance and work discipline are tightly linked. The performance that may be attained increases with the degree of participant discipline. This is due to the fact that discipline makes it easier for participants to stay focused, follow guidelines, and complete activities consistently. Consequently, one of the crucial elements that must be taken into account in attempts to enhance participant performance is work discipline.

2.5 Work Motivation

Work motivation is an internal or external drive that makes a person desire to complete tasks, pursue objectives, and uphold specific work practices. A person's motivation has a significant role in deciding how enthusiastic they are about their employment. People with high levels of motivation are typically more conscientious, tenacious, accountable, and work hard to get the greatest outcomes.

Work motivation can come from intrinsic and extrinsic factors. Intrinsic motivation comes from within the individual, such as the desire to achieve, a sense of responsibility, satisfaction in working, interest in the job, and the desire for self-development. Meanwhile, extrinsic motivation comes from outside the individual, such as compensation, rewards, promotions, work environment, support from superiors, relationships with colleagues, and work facilities. Both types of motivation can complement each other in encouraging participants to improve performance.

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Maslow's hierarchy of needs hypothesis is one of the most popular theories of motivation. According to this idea, human needs are categorized into tiers, ranging from self-actualization requirements to physiological needs, safety needs, social needs, and esteem needs. Basic needs like eating, sleeping, and maintaining physical health are connected to physiological demands. A stable workplace, employment certainty, security, and protection are all linked to safety demands. The desire for acceptance, interaction, cooperation, and positive interpersonal interactions are examples of social needs. The urge to be respected, acknowledged, and trusted is linked to esteem needs. The wants to reach one's full potential, fulfill goals, and recognize one's greatest potential are known as self-actualization needs..

Work motivation is closely related to participants' performance. Motivated participants will show enthusiasm in attending training, be active in activities, strive to understand the material, have a desire to improve themselves, and demonstrate responsibility for the tasks given. Motivation can also make participants more resilient in facing difficulties and not easily give up when facing challenges at work or training. In the organizational context, fulfilling these needs can increase participants' work motivation. If participants feel that their basic needs are met, feel safe, accepted in the work environment, appreciated for their contributions, and given opportunities to grow, they will be more driven to work and learn diligently. Conversely, if participants' needs are not met, work motivation can decrease and impact low performance.

Participants' work motivation at Pusdiklat PT Amerta Securindo is defined in this study as their incentive to attend training, complete tasks, and reach work goals as best they can. This drive may come from the desire to do well, be acknowledged, develop one's abilities, be fairly compensated, and advance one's career. It is anticipated that highly motivated individuals would be able to enhance their performance and contribute favorably to the business.

3. RESEARCH METHOD

3.1 Research Type and Design

This study employs an explanatory associative research design and a quantitative methodology. Because this study intends to investigate the relationship between variables utilizing numerical data and statistical processes, the quantitative approach was used. Because this study explains the cause-and-effect link between participant performance and remuneration, training, work discipline, and work motivation, the explanatory associative type is employed..

The 282 individuals who attended the PT Amerta Securindo Training Center between October 2025 and March 2026 make up the research population. The Slovin formula with a

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5% margin of error was used to get the sample size. The sample calculation is n = N / (1 + N(e)^2), therefore n = 282 / (1 + 282(0.05)^2) = 282 / 1.705 = 165.39, adjusted to 165 responders. Consequently, 165 responses make up the study's sample size.

A questionnaire with a Likert scale of 1 to 5—1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being highly agree—is used in the data gathering method. The indicators of each variable are used to create the study instrument. There are eight elements in the remuneration variable, ten in training, ten in work discipline, ten in work motivation, and eight in participant performance..

Table 1. Operationalization of Research Variables

Variabel	Indicator	Item code	Item quantity
Compensation	Salary, Incentives, Allowances, Work facilities	X1.1 - X1.8	8
Training	Instructor, Training Participants, Training Materials, Training Methods, Training Objectives	X2.1 - X2.10	10
Work discipline	Attendance, Compliance with regulations, Compliance with work standards, High level of alertness, Working ethically	X3.1 - X3.10	10
Work motivation	Physical needs, Safety needs, Social needs, Esteem needs, Self-actualization	X4.1 - X4.10	10
Participant ferformance	Work quantity, Work quality, Job knowledge, Creativity, Cooperation, Perseverance, Initiative, Personal quality	Y.1 - Y.8	8

Source: Processed data, 2026

With the use of SPSS, the data analysis method employs multiple linear regression analysis. Descriptive analysis, validity, reliability, classical assumption, multiple linear regression, t-test, F-test, and coefficient of determination are among the phases of analysis. This study's regression model is Y = a + b1X1 + b2X2 + b3X3 + b4X4 + e.

4 RESULTS AND DISCUSSION

4.1 Results

The computed r value and the table r value are compared in order to perform validity testing. At a 5% significance level, the table r value for 165 respondents is 0.152. If the computed r value is higher than the table r value, the item is deemed legitimate..

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Table 2. Results of Instrument Validity Test

Item	Variabel	r calculate	r tabel	Criteria
X1.1	Compensation	0,746	0,152	Valid
X1.2	Compensation	0,736	0,152	Valid
X1.3	Compensation	0,716	0,152	Valid
X1.4	Compensation	0,716	0,152	Valid
X1.5	Compensation	0,673	0,152	Valid
X1.6	Compensation	0,780	0,152	Valid
X1.7	Compensation	0,708	0,152	Valid
X1.8	Compensation	0,740	0,152	Valid
X2.1	Training	0,698	0,152	Valid
X2.2	Training	0,661	0,152	Valid
X2.3	Training	0,625	0,152	Valid
X2.4	Training	0,698	0,152	Valid
X2.5	Training	0,700	0,152	Valid
X2.6	Training	0,707	0,152	Valid
X2.7	Training	0,704	0,152	Valid
X2.8	Training	0,740	0,152	Valid
X2.9	Training	0,723	0,152	Valid
X2.10	Training	0,713	0,152	Valid
X3.1	Work Discipline	0,720	0,152	Valid
X3.2	Work Discipline	0,812	0,152	Valid
X3.3	Work Discipline	0,738	0,152	Valid
X3.4	Work Discipline	0,737	0,152	Valid
X3.5	Work Discipline	0,747	0,152	Valid
X3.6	Work Discipline	0,729	0,152	Valid
X3.7	Work Discipline	0,775	0,152	Valid
X3.8	Work Discipline	0,735	0,152	Valid
X3.9	Work Discipline	0,733	0,152	Valid

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X3.10	Work Discipline	0,748	0,152	Valid
X4.1	Work Motivation	0,771	0,152	Valid
X4.2	Work Motivation	0,726	0,152	Valid
X4.3	Work Motivation	0,691	0,152	Valid
X4.4	Work Motivation	0,723	0,152	Valid
X4.5	Work Motivation	0,708	0,152	Valid
X4.6	Work Motivation	0,796	0,152	Valid
X4.7	Work Motivation	0,749	0,152	Valid
X4.8	Work Motivation	0,734	0,152	Valid
X4.9	Work Motivation	0,680	0,152	Valid
X4.10	Work Motivation	0,779	0,152	Valid
Y.1	Participant Performance	0,830	0,152	Valid
Y.2	Participant Performance	0,760	0,152	Valid
Y.3	Participant Performance	0,772	0,152	Valid
Y.4	Participant Performance	0,787	0,152	Valid
Y.5	Participant Performance	0,783	0,152	Valid
Y.6	Participant Performance	0,747	0,152	Valid
Y.7	Participant Performance	0,845	0,152	Valid
Y.8	Participant Performance	0,777	0,152	Valid

Source: SPSS Version 30, 2026

Every statement item on the factors of remuneration, training, work discipline, work motivation, and participant performance has an r-count value higher than the r-table, according to the validity test findings. As a result, every statement item is deemed legitimate and available for additional examination.

To ascertain the consistency of the research tool, reliability testing is carried out. If a variable's Cronbach's Alpha value is higher than 0.70, it is deemed dependable.

Table 3. Reliability Test Results

Variabel	Cronbach Alpha	N of Items	Description
Compensation	0,918	8	Reliabel

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Training	0,919	10	Reliabel
Work Discipline	0,937	10	Reliabel
Work Motivation	0,933	10	Reliabel
Participant Performance	0,941	8	Reliabel

Source: SPSS Version 30, 2026

The Cronbach Alpha values of all variables are above 0.70, namely compensation at 0.918, training at 0.919, work discipline at 0.937, work motivation at 0.933, and participant performance at 0.941. Therefore, all research instruments are declared reliable.

4.2 Classical Assumption Test

Tests for normality, multicollinearity, and heteroscedasticity are among the traditional assumption tests that are performed prior to doing multiple linear regression analysis.

Table 4. One-Sample Kolmogorov-Smirnov Test

Description	Unstandardized Residual
N	166
Normal Parameters Mean	0,0000000
Normal Parameters Std. Deviation	3,7450987
Most Extreme Differences Absolute	0,048
Most Extreme Differences Positive	0,035
Most Extreme Differences Negative	-0,048
Test Statistic	0,048
Asymp. Sig. (2-tailed)	0,817

Source: SPSS Version 30, 2026

The Asymp. Sig. (2-tailed) value of 0.817 is higher than 0.05 according to the normality test. Consequently, the regression model's residuals have a normal distribution..

Table 5. Multicollinearity Test Results

Variabel	Tolerance	VIF
Compensation	0,732	1,365
Training	0,796	1,256

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Work Discipline	0,684	1,462
Work Motivation	0,635	1,576

Source: SPSS Version 30, 2026

All independent variables have tolerance values larger than 0.10 and VIF values less than 10, according to the multicollinearity test findings. As a result, multicollinearity symptoms are absent from the regression model.

Tabel 6. Hasil Uji Heteroskedastisitas Metode Glejser

Model	B	Std. Error	Beta	t	Sig.
(Constant)	3,776	0,930	-	4,060	0,000
Compensation	-0,021	0,027	-0,071	-0,774	0,440
Training	-0,005	0,022	-0,022	-0,250	0,803
Work Discipline	0,018	0,022	0,075	0,798	0,426
Work Motivation	-0,020	0,023	-0,084	-0,855	0,394

Source: SPSS Version 30, 2026

Every independent variable has significant values larger than 0.05 according to the Glejser method heteroskedasticity test. Consequently, the regression model does not exhibit heteroskedasticity symptoms..

4.3 Multiple Linear Regression Analysis

The impact of pay, training, work discipline, and work motivation on participants' performance at Pusdiklat PT Amerta Securindo is examined using multiple linear regression analysis.

Tabel 7. Koefisien Regresi Linear Berganda

Model	B	Std. Error	Beta	t	Sig.
(Constant)	-8,335	1,503	-	-5,547	0,000
Compensation	0,330	0,044	0,309	7,430	0,000
Training	0,258	0,035	0,294	7,357	0,000
Work Discipline	0,251	0,036	0,302	7,006	0,000
Work Motivation	0,262	0,037	0,312	6,984	0,000

Source: SPSS Version 30, 2026

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Y = -8.335 + 0.330X1 + 0.258X2 + 0.251X3 + 0.262X4

All of the independent variables' coefficients are positive, according to the regression equation. With a compensation coefficient of 0.330, participant performance will rise by 0.330 for every unit increase in remuneration, providing all other factors stay the same. Additionally, a beneficial impact on participant performance is shown by the training coefficient of 0.258, work discipline of 0.251, and work drive of 0.262. Since a zero score is beyond the range of the Likert scale observations in the study, the constant value cannot be interpreted substantively.

4.4 Hypothesis Testing

Tabel 8. Pengujian Hipotesis Parsial (Uji t)

Model	t	Sig.
(Constant)	-5,547	0,000
Compensation	7,430	0,000
Training	7,357	0,000
Work Discipline	7,006	0,000
Work Motivation	6,984	0,000

Source: SPSS Version 30, 2026

With df = 161 and a 5% significance threshold, the t-table value is 1.975. Work discipline has a calculated t-value of 7.006 and a significance of 0.000, compensation has a calculated t-value of 7.430 and a significance of 0.000, training has a calculated t-value of 7.357 and a significance of 0.000, and work motivation has a calculated t-value of 6.984 and a significance of 0.000, according to the t-test results. H1, H2, H3, and H4 are acceptable since the computed t-values are higher than the t-table value and the significance values are less than 0.05.

Tabel 9. Pengujian Hipotesis Simultan (Uji F)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9013,484	4	2253,371	156,765	0,000
Residual	2314,251	161	14,374		
Total	11327,735	165			

Source: SPSS Version 30, 2026

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With a significance value of 0.000, which is less than 0.05, the computed F value of 156.765 is higher than the table F value of 2.428. Therefore, H5 is approved since the performance of participants at the PT Amarta Solusindo Training Center is significantly impacted by remuneration, training, work discipline, and work incentive all at the same time.

Tabel 10. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,892	0,796	0,791	3,791

Source: SPSS Version 30, 2026

A significant correlation between the independent factors and participant performance is indicated by a R value of 0.892. Compensation, training, work discipline, and motivation account for 79.6% of the variation in participant performance, according to a R Square value of 0.796. After accounting for the number of predictors, the model can account for 79.1% of the variance in participant performance, with additional variables outside the study model influencing the remaining 20.9%, according to the Adjusted R Square value of 0.791.

5 DİSCUSSİON

5.1 The Effect of Compensation on Participant Performance Partially

The study's findings show that pay significantly and favorably affects trainees' performance at Pusdiklat PT Amerta Securindo. The regression coefficient value of 0.330 with a t-value of 7.430 and significance of 0.000 indicates that trainees perform better when they earn better remuneration. Salary, bonuses, allowances, and work facilities are all considered forms of compensation. This result is consistent with Hasibuan's thesis, which holds that pay serves as both a reward and a tool to increase motivation and productivity at work. This result corroborates the study conducted by Nurpribadi et al. (2024), which demonstrates that employee performance is positively and significantly impacted by remuneration.

5.2 The Effect of Training on Participant Performance Partially

The study's findings demonstrate that participants' performance is positively and significantly impacted by training. The regression coefficient value of 0.258 with a t-count of 7.357 and significance of 0.000 demonstrates that participants' performance improves with

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greater training. Competent instructors, engaged participants, pertinent information, suitable techniques, and well-defined goals are the hallmarks of good training. Research by Manutilaa et al. (2024) demonstrates that training influences employee performance, which is consistent with Mangkunegara's perspective, which views training as a process of enhancing job abilities**.**

5.3 The Effect of Work Discipline on Participant Performance Partially

The findings of the study demonstrate that participant performance is positively and significantly impacted by work discipline. The regression coefficient value of 0.251 with a computed t of 7.006 and significance of 0.000 shows that participants' work ethics, attentiveness, rules compliance, discipline in attendance, and commitment to work standards may all boost performance. Maintaining consistency, minimizing mistakes, and finishing tasks in accordance with goals are all made possible by work discipline. These results are consistent with the study conducted by Rajagukguk et al. (2024), which demonstrates that work discipline significantly and favorably affects employee performance.

5.4 The Effect of Work Motivation on Participant Performance Partially

The findings of the study demonstrate that participants' performance is positively and significantly impacted by job motivation. The regression coefficient value of 0.262 with a t-count of 6.984 and a significance level of 0.000 indicates that the performance attained increases with the participants' level of work motivation. Physical, security, social, esteem, and self-actualization demands are included in this study's definition of work motivation. Participants will be more motivated to attend training, finish assignments, and reach their full potential when these requirements are satisfied. These results also support studies by Susanti et al. (2023) and Nurpribadi et al. (2024) that demonstrate the impact of work motivation on performance.

5.6 The Effect of Compensation, Training, Work Discipline, and Work Motivation on Participant Performance Simultaneously

The F-test results demonstrate that participants' performance is significantly impacted by pay, training, work discipline, and work incentive all at the same time. The study model's ability to describe participants' performance is confirmed by the computed F value of 156.765 with a significance level of 0.000. Together, these four factors may account for 79.1% of the variation in participant performance, according to the Adjusted R Square value of 0.791. Therefore, enhancing participants' performance requires a holistic approach that

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includes a just remuneration structure, efficient training, constant work discipline, and long-term incentive.

6 CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The research findings allow for the following conclusion: At PT Amerta Securindo, training participants' performance is positively and significantly impacted by compensation. The performance of training participants at PT Amerta Securindo is positively and significantly impacted by training. At PT Amerta Securindo, training participants' performance is positively and significantly impacted by work discipline. Training participants' performance at PT Amarta Solusindo is positively and significantly impacted by work motivation. Training participants' performance at PT Amerta Securindo is positively and significantly impacted by compensation, training, work discipline, and work motivation all at the same time.

6.2 Recommendations

PT Amerta Securindo is advised to improve participant performance through an integrated human resource management policy. From the compensation aspect, the company needs to ensure that salaries, incentives, allowances, and facilities are provided fairly, transparently, and according to the participants' contributions. From the training aspect, the company needs to improve the quality of instructors, update training materials, use applicable methods, and ensure that training objectives truly align with work needs.

From the aspect of work discipline, the company needs to strengthen the supervision system, the implementation of rules, and the evaluation of participants' attendance consistently. From the aspect of work motivation, the company needs to increase rewards, social support, a sense of security, and opportunities for self-actualization for participants. For future researchers, it is recommended to add other variables such as job satisfaction, leadership style, organizational culture, or work environment so that the research results can provide a more comprehensive picture.

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ISSN : 2808 - 7399

Asian Journal of Management Entrepreneurship and Social Science

Letter of Acceptance

Date : 11/06/2026 Ref : Ajmesc_June_2026_06317a
Jurnal Name : Asian Journal of Management Entrepreneurship and Social Science(AJMESC)
ISSN : 2808 – 7399
Manuscript Title:

The Influence Of Compensation, Training, Work Discipline, And Work Motivation On The Performance Of Participants At Pusdiklat Pt Amerta Socurindo

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Has been accepted for publication in the forthcoming volume 06 issue 03 of Asian Journal of Management Entrepreneurship and Social Science(AJMESC)

ACCEPTED	~~REVISION REQUIRED~~	~~REJECTED~~

With Warm Regards,

Rizal Ananta

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Demikian permohonan ini disampaikan, atas bantuan dan kerjasamanya disampaikan terima kasih.

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Submission ID: 2975876521
File name: AJMESC_AGUS.docx (145.65K)
Word count: 6002
Character count: 36303

Asian Journal of Management Entrepreneurship and Social Science
ISSN: 2808 7399

Volume 0 Issue 0

THE INFLUENCE OF COMPENSATION, TRAINING, WORK DISCIPLINE, AND WORK MOTIVATION ON THE PERFORMANCE OF PARTICIPANTS AT PUSDIKLAT PT AMERTA SOCURINDO

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Abstract

The purpose of this study is to partially and concurrently examine how Pusdiklat participants' performance at PT Amerta Securindo is impacted by pay, training, work discipline, and motivation. This study uses a quantitative methodology and an explanatory associative design. From October 2025 to March 2026, 282 individuals made up the population. The Slovin method with a 5% margin of error was used to calculate the sample size, yielding 165 responses. Data was collected using a Likert-scale questionnaire, and multiple linear regression analysis was conducted using SPSS. The results demonstrate that compensation, training, work discipline, and motivation all have a slightly favorable and substantial influence on participant performance. With a F value of 155.765 and a significance value of 0.000, the simultaneous test further demonstrates that all independent factors have a substantial impact on participant performance. Compensation, training, work discipline, and work motivation account for 79.1% of the variation in participant performance, according to the Adjusted R Square value of 0.791. Other factors outside the study model have an impact on the remaining percentage.

Keywords: *Compensation, Training, Work Discipline, Work Motivation, Participant Performance*

1. Introduction

One of the key metrics for evaluating an organization's human resource management success is training participants' performance. Participant performance in the context of the PT Amerta Securindo Training Center is not limited to task completion; it also shows how well the organization has developed participants' competence, discipline, motivation, and preparedness for work following education and training procedures. Optimal performance will boost the organization's competitiveness, assist it meet operational goals, and enhance the caliber of its people resources..

The performance improvement of training participants is greatly influenced by various organizational factors. Compensation is one of the factors directly related to perceptions of fairness, recognition, and motivation. Adequate compensation can foster a sense of being valued, increase work spirit, and encourage participants to make better contributions. Conversely, compensation that is considered inadequate can lower participants' morale, productivity, and loyalty.

In addition to compensation, training also becomes a strategic factor because it is directly related to the improvement of knowledge, skills, and work attitudes. Training

designed with competent instructors, relevant materials, appropriate methods, and clear objectives will help participants understand work more systematically. Research by Manutilaa et al. (2024) shows that education and training play a role in improving employee performance, while Susanti et al. (2023) consider training as one of the important variables in analyzing employee performance.

Additionally, work discipline becomes an element that is inextricably linked to performance. Individuals with strong work discipline are often on time, adhere to regulations, work in accordance with standards, use caution when doing duties, and exhibit moral behavior. Work discipline establishes order in companies and guarantees that training and work procedures are carried out in accordance with goals. According to Rajagukguk et al. (2024), employee performance is positively and significantly impacted by work discipline..

Work motivation becomes the next factor that drives participants to strive to achieve the best work results. Strong motivation gives participants an internal drive to learn, contribute, and demonstrate their abilities optimally. According to Maslow's hierarchy of needs theory, motivation develops through the fulfillment of physical, safety, social, esteem, and selfactualization needs. When these needs are met, participants tend to have higher work energy and achievement-oriented behavior.

Although various human resource management strategies have been implemented, there are still a number of issues indicating that employee performance is not yet fully optimal. Based on the phenomena occurring in the field, the training programs provided by the company have not been able to maximally improve employees' competencies and work skills. Some employees still experience difficulties in implementing the training results into their daily work, so the effectiveness of the training has not had an optimal impact on performance improvement. This condition indicates a gap between the training objectives and the results achieved by the organization.

Another problem is related to the compensation system, which has not fully been able to boost employee morale and productivity. There is still a perception that the compensation received does not fully reflect the contribution and workload provided. In addition, the level of work discipline is also still suboptimal, as indicated by lateness, absenteeism, and lack of compliance with company rules. The lack of appreciation, recognition, and work encouragement from the organization is also suspected to cause a decline in motivation among some employees. If these conditions are not addressed immediately, they could impact work effectiveness and the achievement of organizational targets.

The discussion in this study will be focused and aimed at finding answers to the problem statements as follows:

1. Does compensation affect the performance of participants at the Pusdiklat of PT Amerta Securindo?
2. Does training affect the performance of participants at the Pusdiklat of PT Amerta Securindo?
3. Does work discipline affect the performance of participants at the Pusdiklat of PT Amerta Securindo?
4. Does work motivation affect the performance of participants at the Pusdiklat of PT Amerta Securindo?
5. Do compensation, training, work discipline, and work motivation simultaneously affect the performance of participants at the Pusdiklat of PT Amerta Securindo?

This occurrence makes it crucial to carry out this study in order to examine how participants' performance at Pusdiklat PT Amerta Securindo is affected by pay, training, work discipline, and motivation. It is anticipated that this study will contribute empirically to the advancement of human resource management science and offer the organization with assessment data to enhance participant performance and training program efficacy..

2. Literature Review

2.1 Participant Performance

One of the key factors in determining if an individual is successful in completing the duties and obligations delegated by the company is performance. In general, performance may be defined as the outcomes of an individual's work in carrying out their duties in accordance with the established standards, aims, and goals. Performance is measured not only by the amount of work that can be done, but also by the caliber of the work produced, punctuality, cooperation skills, discipline, and the person's attitude when carrying out their responsibilities..

Gomes claims that a person's performance may be evaluated using a number of metrics, including work quantity, work quality, job knowledge, creativity, cooperation, perseverance, initiative, and personal qualities. Work quantity is the amount of work that can be finished in a given length of time. The degree of correctness, neatness, and conformance of work outcomes with the defined criteria is a measure of work quality. Job knowledge is a measure of how well a person comprehends their duties, responsibilities, and processes.. Creativity shows an individual's ability to provide new ideas or methods to complete work more effectively. Cooperation describes an individual's ability to interact and work with others in achieving common goals. Perseverance indicates consistency in performing tasks, while initiative relates to the willingness to act without always having to wait for orders. Meanwhile, personal qualities reflect an individual's attitude, responsibility, honesty, and work ethics.

In the context of this research, participant performance is understood as the ability of participants at Pusdiklat PT Amerta Securindo to produce work outputs that meet targets, have good quality, and demonstrate work behaviors that support the achievement of organizational goals. Participants with good performance are generally able to understand the tasks given, complete work on time, comply with applicable rules, cooperate with other participants and instructors, and show motivation and responsibility in participating in training activities as well as work activities. Numerous internal and environmental factors might have an impact on participant performance. Ability, drive, attitude, discipline, interest, and personal accountability are examples of internal influences. In the meanwhile, external elements include the organizational policies, work facilities, leadership, work atmosphere, training quality, and remuneration system. It will be simpler for participants to get the best job outcomes if these aspects are well addressed. On the other hand, participant performance may also deteriorate if pay is insufficient, training is inefficient, discipline is poor, and job motivation declines..

As a result, the effectiveness of the participants in fulfilling their obligations is reflected in their performance. One sign that participants can successfully follow the training and development process and are prepared to contribute to the company is good performance..

2.2 Compensation

All types of compensation that an individual receives in exchange for their time,

effort, aptitude, and contribution to the organization are collectively referred to as compensation. Due to its direct correlation with individual performance, motivation, loyalty, and satisfaction, compensation is a crucial component of human resource management. While pay that is deemed insufficient can lower employee morale and result in poor performance, fair and proper remuneration can motivate someone to work more.

Hasibuan defines remuneration as any income—direct or indirect—that employees earn in exchange for their services to the company. Salaries, earnings, incentives, bonuses, allowances, work facilities, health insurance, and other types of acknowledgment are examples of compensation. In addition to monetary compensation, non-monetary forms of compensation include chances for professional growth, acknowledgment of accomplishments, a cozy workplace, positive working relationships, and career options.

Direct financial compensation includes payments received directly by individuals, such as base salary, fees, wages, bonuses, and incentives. Indirect financial compensation includes various forms of allowances, such as transportation allowance, meal allowance, health allowance, social security, and work facilities. Meanwhile, non-financial compensation relates to psychological and social aspects, such as feeling valued, comfort at work, job security, opportunities to attend training, and recognition from the organization.

In an organization, compensation has several purposes. First, compensation aims to attract individuals who have the abilities and competencies that meet the organization's needs. Second, compensation serves to retain individuals so that they remain loyal and do not easily move to another organization. Third, compensation can increase work motivation because individuals feel that their contributions are appropriately valued. Fourth, compensation becomes a tool to encourage performance improvement, as individuals will strive to achieve targets if they feel that the rewards they receive are proportional to the effort they put in.

Fairness and appropriateness are prerequisites for good compensation. Paying employees according to their workload, responsibilities, skills, experience, and individual job outcomes is what is meant by fairness. In order for compensation to be considered adequate, it must be able to satisfy fundamental requirements and adhere to relevant criteria. Participants will be more driven to do better if they believe their reward is fair. On the other hand, if pay is thought to be out of proportion to the workload, it may lead to discontent and lower productivity..

According to this study, one of the elements that may have an impact on participants' performance at Pusdiklat PT Amerta Securindo is remuneration. Appropriate remuneration may boost happiness, provide participants a sense of stability, and motivate them to attend training sessions and do jobs more effectively. According to Nurpribadi et al.'s study from 2024, employee performance is positively and significantly impacted by salary. This demonstrates that the chance of enhancing individual performance inside the business increases with the quality of remuneration offered..

2.3 Training

Training is a methodical learning process that enhances a person's knowledge, skills, talents, and work attitudes to enable them to carry out activities successfully and efficiently. Training is a crucial component of human resource development because it allows people to learn new things, create better work practices, become more

competent, and adjust to organizational needs..

Mangkunegara defines training as a brief educational process that employs structured, methodical processes to teach participants technical skills and information for certain objectives. In addition to enhancing technical skills, training focuses on developing work attitudes, discipline, accountability, communication, teamwork, and problem-solving abilities. After training, participants should be able to comprehend work standards, work processes, and the goals that need to be met..

The instructor, training participants, training materials, training techniques, and training objectives are some of the indicators that may be used to measure training. The person who supplies the training materials and mentors the participants is known as the instructor. Participants will find it simpler to comprehend the training material if the instructors are informed, competent, and communicative. Individuals who participate in training activities and are the primary focus of competence improvement are known as training participants. The participants' preparedness, interest, and active engagement have a significant impact on the training's effectiveness..

Training materials are the content or instructional materials provided to participants. Good materials must be in accordance with job requirements, easy to understand, relevant to organizational goals, and applicable in work practice. Training methods are related to the way the materials are delivered, such as lectures, discussions, simulations, hands-on practice, case studies, demonstrations, or other methods suitable to the characteristics of the participants. Appropriate training methods will make it easier for participants to understand the materials and apply them in their work. Meanwhile, training objectives are the goals to be achieved after the training activities are completed, such as improving technical skills, understanding work procedures, increasing productivity, or developing better work attitudes.

Effective training can provide many benefits for both participants and the organization. For participants, training can increase self-confidence, work skills, problem-solving abilities, and readiness to face tasks. For organizations, training can improve productivity, reduce work errors, enhance the quality of work outcomes, and create more competent human resources. Training can also help participants adapt to changes in technology, work systems, and organizational policies.

In the context of the Training Center of PT Amerta Securindo, training plays an important role in shaping participants who have competencies according to the needs of the organization. Through targeted training, participants can understand tasks, operational standards, work culture, as well as the skills required to perform their jobs. Quality training will help participants improve their work abilities, thereby impacting performance improvement. Conversely, training that does not meet the needs, is poorly structured, or is delivered using inappropriate methods can cause participants to have limited understanding of the material and be unable to apply it optimally.

As a result, one of the elements that is crucial to raising participant performance is training. The likelihood that participants will possess the information, abilities, and work attitudes necessary to attain optimal performance increases with the quality of the training given..

2.4 Work Discipline

Work discipline refers to an individual's willingness and awareness to adhere to the rules, conventions, procedures, and work standards that are relevant inside the company. An individual's amount of accountability for the duties they are allocated is reflected in their work discipline. High work discipline individuals will make an effort

to be on time, follow rules, finish tasks in accordance with guidelines, uphold work ethics, and take accountability for their job's outcomes..

Work discipline, according to Rivai, encompasses a number of indications, including high levels of alertness, ethical work conduct, attendance, and conformity to work norms and standards. Attendance demonstrates how well a person adheres to work hours or planned activities. A person's compliance with organizational norms and policies is shown in their adherence to work regulations. The capacity of an individual to carry out work in accordance with relevant processes and standards is referred to as compliance with work standards. High levels of alertness are indicative of meticulous endeavor to prevent errors. Working ethically, on the other hand, demonstrates a mindset of integrity, civility, accountability, and regard for others in the workplace..

Work discipline plays an important role in creating order and organizational effectiveness. Without discipline, organizational activities can be disrupted because participants or employees do not carry out tasks according to the rules. Good discipline will encourage participants to be more consistent, responsible, and focused in achieving work targets. In addition, work discipline can also create an orderly, comfortable, and productive work environment.

Preventive discipline and corrective discipline are two types of work discipline. The goal of preventive discipline is to motivate people to follow the rules before they are broken. Preventive discipline may take many forms, such as socializing rules, offering advice, giving instructions, and fostering an ordered workplace atmosphere. Corrective discipline, on the other hand, refers to actions conducted in accordance with organizational policies following a violation, such as warnings, reprimands, or punishments. The goal of both types of discipline is to improve workplace conduct.

In this study, the work discipline of participants at the Pusdiklat PT Amerta Securindo can be seen from punctuality in attending activities, compliance with regulations, earnestness in participating in training, the ability to complete tasks according to instructions, and ethical behavior while in the organizational environment. Disciplined participants tend to achieve targets more easily because they have orderliness in learning and working. Conversely, participants who are less disciplined are likely to experience delays in completing tasks, lack focus during training, and fail to achieve the expected work results.

Performance and work discipline are tightly linked. The performance that may be attained increases with the degree of participant discipline. This is due to the fact that discipline makes it easier for participants to stay focused, follow guidelines, and complete activities consistently. Consequently, one of the crucial elements that must be taken into account in attempts to enhance participant performance is work discipline.

2.5 Work Motivation

Work motivation is an internal or external drive that makes a person desire to complete tasks, pursue objectives, and uphold specific work practices. A person's motivation has a significant role in deciding how enthusiastic they are about their employment. People with high levels of motivation are typically more conscientious, tenacious, accountable, and work hard to get the greatest outcomes.

Work motivation can come from intrinsic and extrinsic factors. Intrinsic motivation comes from within the individual, such as the desire to achieve, a sense of responsibility, satisfaction in working, interest in the job, and the desire for self-

development. Meanwhile, extrinsic motivation comes from outside the individual, such as compensation, rewards, promotions, work environment, support from superiors, relationships with colleagues, and work facilities. Both types of motivation can complement each other in encouraging participants to improve performance.

Maslow's hierarchy of needs hypothesis is one of the most popular theories of motivation. According to this idea, human needs are categorized into tiers, ranging from self-actualization requirements to physiological needs, safety needs, social needs, and esteem needs. Basic needs like eating, sleeping, and maintaining physical health are connected to physiological demands. A stable workplace, employment certainty, security, and protection are all linked to safety demands. The desire for acceptance, interaction, cooperation, and positive interpersonal interactions are examples of social needs. The urge to be respected, acknowledged, and trusted is linked to esteem needs. The wants to reach one's full potential, fulfill goals, and recognize one's greatest potential are known as self-actualization needs..

Work motivation is closely related to participants' performance. Motivated participants will show enthusiasm in attending training, be active in activities, strive to understand the material, have a desire to improve themselves, and demonstrate responsibility for the tasks given. Motivation can also make participants more resilient in facing difficulties and not easily give up when facing challenges at work or training. In the organizational context, fulfilling these needs can increase participants' work motivation. If participants feel that their basic needs are met, feel safe, accepted in the work environment, appreciated for their contributions, and given opportunities to grow, they will be more driven to work and learn diligently. Conversely, if participants' needs are not met, work motivation can decrease and impact low performance.

Participants' work motivation at Pusdiklat PT Amerta Securindo is defined in this study as their incentive to attend training, complete tasks, and reach work goals as best they can. This drive may come from the desire to do well, be acknowledged, develop one's abilities, be fairly compensated, and advance one's career. It is anticipated that highly motivated individuals would be able to enhance their performance and contribute favorably to the business..

3. Research Method

3.1 Research Type and Design

This study employs an explanatory associative research design and a quantitative methodology. Because this study intends to investigate the relationship between variables utilizing numerical data and statistical processes, the quantitative approach was used. Because this study explains the cause-and-effect link between participant performance and remuneration, training, work discipline, and work motivation, the explanatory associative type is employed..

The 282 individuals who attended the PT Amerta Securindo Training Center between October 2025 and March 2026 make up the research population. The Slovin formula with a 5% margin of error was used to get the sample size. The sample calculation is n = N / (1 + N(e)^2), therefore n = 282 / (1 + 282(0.05)^2) = 282 / 1.705 = 165.39, adjusted to 165 responders. Consequently, 165 responses make up the study's sample size.

A questionnaire with a Likert scale of 1 to 5—1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being highly agree—is used in the data gathering method. The indicators of each variable are used to create the study instrument. There are eight elements in the remuneration variable, ten in training, ten

in work discipline, ten in work motivation, and eight in participant performance..

Table 1. Operationalization of Research Variables

Variabel	Indicator	Item code	Item quantity
Compensation	Salary, Incentives, Allowances, Work facilities	X1.1 - X1.8	8
Training	Instructor, Training Participants, Training Materials, Training Methods, Training Objectives	X2.1 - X2.10	10
Work discipline	Attendance, Compliance with regulations, Compliance with work standards, High level of alertness, Working ethically	X3.1 - X3.10	10
Work motivation	Physical needs, Safety needs, Social needs, Esteem needs, Self-actualization	X4.1 - X4.10	10
Participant ferformance	Work quantity, Work quality, Job knowledge, Creativity, Cooperation, Perseverance, Initiative, Personal quality	Y.1 - Y.8	8

Source: Processed data, 2026

With the use of SPSS, the data analysis method employs multiple linear regression analysis. Descriptive analysis, validity, reliability, classical assumption, multiple linear regression, t-test, F-test, and coefficient of determination are among the phases of analysis. This study's regression model is Y = a + b1X1 + b2X2 + b3X3 + b4X4 + e.

4. Results And Discussion

4.1 Results

The computed r value and the table r value are compared in order to perform validity testing. At a 5% significance level, the table r value for 165 respondents is 0.152. If the computed r value is higher than the table r value, the item is deemed legitimate..

Table 2. Results of Instrument Validity Test

Item	Variabel	r calculate	r tabel	Criteria
X1.1	Compensation	0,746	0,152	Valid
X1.2	Compensation	0,736	0,152	Valid
X1.3	Compensation	0,716	0,152	Valid
X1.4	Compensation	0,716	0,152	Valid
X1.5	Compensation	0,673	0,152	Valid
X1.6	Compensation	0,780	0,152	Valid
X1.7	Compensation	0,708	0,152	Valid
X1.8	Compensation	0,740	0,152	Valid
X2.1	Training	0,698	0,152	Valid
X2.2	Training	0,661	0,152	Valid
X2.3	Training	0,625	0,152	Valid

X2.4	Training	0,698	0,152	Valid
X2.5	Training	0,700	0,152	Valid
X2.6	Training	0,707	0,152	Valid
X2.7	Training	0,704	0,152	Valid
X2.8	Training	0,740	0,152	Valid
X2.9	Training	0,723	0,152	Valid
X2.10	Training	0,713	0,152	Valid
X3.1	Work Discipline	0,720	0,152	Valid
X3.2	Work Discipline	0,812	0,152	Valid
X3.3	Work Discipline	0,738	0,152	Valid
X3.4	Work Discipline	0,737	0,152	Valid
X3.5	Work Discipline	0,747	0,152	Valid
X3.6	Work Discipline	0,729	0,152	Valid
X3.7	Work Discipline	0,775	0,152	Valid
X3.8	Work Discipline	0,735	0,152	Valid
X3.9	Work Discipline	0,733	0,152	Valid
X3.10	Work Discipline	0,748	0,152	Valid
X4.1	Work Motivation	0,771	0,152	Valid
X4.2	Work Motivation	0,726	0,152	Valid
X4.3	Work Motivation	0,691	0,152	Valid
X4.4	Work Motivation	0,723	0,152	Valid
X4.5	Work Motivation	0,708	0,152	Valid
X4.6	Work Motivation	0,796	0,152	Valid
X4.7	Work Motivation	0,749	0,152	Valid
X4.8	Work Motivation	0,734	0,152	Valid
X4.9	Work Motivation	0,680	0,152	Valid
X4.10	Work Motivation	0,779	0,152	Valid
Y.1	Participant Performance	0,830	0,152	Valid
Y.2	Participant Performance	0,760	0,152	Valid
Y.3	Participant Performance	0,772	0,152	Valid
Y.4	Participant Performance	0,787	0,152	Valid
Y.5	Participant Performance	0,783	0,152	Valid
Y.6	Participant Performance	0,747	0,152	Valid
Y.7	Participant Performance	0,845	0,152	Valid
Y.8	Participant Performance	0,777	0,152	Valid

Source: SPSS Version 30, 2026

Every statement item on the factors of remuneration, training, work discipline, work motivation, and participant performance has an r-count value higher than the r-

table, according to the validity test findings. As a result, every statement item is deemed legitimate and available for additional examination.

To ascertain the consistency of the research tool, reliability testing is carried out. If a variable's Cronbach's Alpha value is higher than 0.70, it is deemed dependable.

Table 3. Reliability Test Results

Variabel	Cronbach Alpha	N of Items	Description
Compensation	0,918	8	Reliabel
Training	0,919	10	Reliabel
Work Discipline	0,937	10	Reliabel
Work Motivation	0,933	10	Reliabel
Participant Performance	0,941	8	Reliabel

Source: SPSS Version 30, 2026

The Cronbach Alpha values of all variables are above 0.70, namely compensation at 0.918, training at 0.919, work discipline at 0.937, work motivation at 0.933, and participant performance at 0.941. Therefore, all research instruments are declared reliable.

Classical Assumption Test

Tests for normality, multicollinearity, and heteroscedasticity are among the traditional assumption tests that are performed prior to doing multiple linear regression analysis..

Table 4. One-Sample Kolmogorov-Smirnov Test

Description	Unstandardized Residual
N	166
Normal Parameters Mean	0,0000000
Normal Parameters Std. Deviation	3,7450987
Most Extreme Differences Absolute	0,048
Most Extreme Differences Positive	0,035
Most Extreme Differences Negative	-0,048
Test Statistic	0,048
Asymp. Sig. (2-tailed)	0,817

Source: SPSS Version 30, 2026

The Asymp. Sig. (2-tailed) value of 0.817 is higher than 0.05 according to the normality test. Consequently, the regression model's residuals have a normal distribution..

Table 5. Multicollinearity Test Results

Variabel	Tolerance	VIF
Compensation	0,732	1,365
Training	0,796	1,256
Work Discipline	0,684	1,462

Work Motivation	0,635	1,576

Source: SPSS Version 30, 2026

All independent variables have tolerance values larger than 0.10 and VIF values less than 10, according to the multicollinearity test findings. As a result, multicollinearity symptoms are absent from the regression model.

Tabel 6. Hasil Uji Heteroskedastisitas Metode Glejser

Model	B	Std. Error	Beta	t	Sig.
(Constant)	3,776	0,930	-	4,060	0,000
Compensation	-0,021	0,027	-0,071	-0,774	0,440
Training	-0,005	0,022	-0,022	-0,250	0,803
Work Discipline	0,018	0,022	0,075	0,798	0,426
Work Motivation	-0,020	0,023	-0,084	-0,855	0,394

Source: SPSS Version 30, 2026

Every independent variable has significant values larger than 0.05 according to the Glejser method heteroskedasticity test. Consequently, the regression model does not exhibit heteroskedasticity symptoms..

Multiple Linear Regression Analysis

The impact of pay, training, work discipline, and work motivation participants' performance at Pusdiklat PT Amerta Securindo is examined using multiple linear regression analysis..

Tabel 7. Koefisien Regresi Linear Berganda

Model	B	Std. Error	Beta	t	Sig.
(Constant)	-8,335	1,503	-	-5,547	0,000
Compensation	0,330	0,044	0,309	7,430	0,000
Training	0,258	0,035	0,294	7,357	0,000
Work Discipline	0,251	0,036	0,302	7,006	0,000
Work Motivation	0,262	0,037	0,312	6,984	0,000

Source: SPSS Version 30, 2026

$$Y = -8.335 + 0.330X1 + 0.258X2 + 0.251X3 + 0.262X4$$

All of the independent variables' coefficients are positive, according to the regression equation. With a compensation coefficient of 0.330, participant performance will rise by 0.330 for every unit increase in remuneration, providing all other factors stay the same. Additionally, a beneficial impact on participant performance is shown by the training coefficient of 0.258, work discipline of 0.251, and work drive of 0.262. Since a zero score is beyond the range of the Likert scale observations in the study, the constant value cannot be interpreted substantively.

Hypothesis Testing

Tabel 8. Pengujian Hipotesis Parsial (Uji t)

Model	t	Sig.

(Constant)	-5,547	0,000
Compensation	7,430	0,000
Training	7,357	0,000
Work Discipline	7,006	0,000
Work Motivation	6,984	0,000

Source: SPSS Version 30, 2026

With df = 161 and a 5% significance threshold, the t-table value is 1.975. Work discipline has a calculated t-value of 7.006 and a significance of 0.000, compensation has a calculated t-value of 7.430 and a significance of 0.000, training has a calculated t-value of 7.357 and a significance of 0.000, and work motivation has a calculated t-value of 6.984 and a significance of 0.000, according to the t-test results. H1, H2, H3, and H4 are acceptable since the computed t-values are higher than the t-table value and the significance values are less than 0.05..

Tabel 9. Pengujian Hipotesis Simultan (Uji F)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9013,484	4	2253,371	156,765	0,000
Residual	2314,251	161	14,374		
Total	11327,735	165			

Source: SPSS Version 30, 2026

With a significance value of 0.000, which is less than 0.05, the computed F value of 156.765 is higher than the table F value of 2.428. Therefore, H5 is approved since the performance of participants at the PT Amarta Solusindo Training Center is significantly impacted by remuneration, training, work discipline, and work incentive all at the same time..

Tabel 10. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,892	0,796	0,791	3,791

Source: SPSS Version 30, 2026

A significant correlation between the independent factors and participant performance is indicated by a R value of 0.892. Compensation, training, work discipline, and motivation account for 79.6% of the variation in participant performance, according to a R Square value of 0.796. After accounting for the number of predictors, the model can account for 79.1% of the variance in participant performance, with additional variables outside the study model influencing the remaining 20.9%, according to the Adjusted R Square value of 0.791..

5. Discussion

The Effect of Compensation on Participant Performance Partially

The study's findings show that pay significantly and favorably affects trainees' performance at Pusdiklat PT Amerta Securindo. The regression coefficient value of

0.330 with a t-value of 7.430 and significance of 0.000 indicates that trainees perform better when they earn better remuneration. Salary, bonuses, allowances, and work facilities are all considered forms of compensation. This result is consistent with Hasibuan's thesis, which holds that p serves as both a reward and a tool to increase motivation and productivity at work. This result corroborates the study conducted by Nurpribadi et al. (2024), which demonstrates that employee performance is positively and significantly impacted by remuneration..

The Effect of Training on Participant Performance P ially

The study's findings demonstrate that participants' performance is positively and significantly impacted by training. The regression coefficient value of 0.258 with a t-count of 7.357 and significance of 0.000 demonstrates that participants' performance improves with greater training. Competent instructors, engaged participants, pertinent information, suitable techniques, and well-defined goals are the hallmarks of good training. Research by Manutilaa et al. (2024) demonstrates that training influences employee performance, which is consistent with Mangkunegara's perspective, which ws training as a process of enhancing job abilities**.**

The Effect of Work Discipline on Participant Performance Partially

The findings of the study demonstrate that participant performance is positively and significantly impacted by work discipline. The regression coefficient value of 0.251 with a computed t of 7.006 and significance of 0.000 shows that participants' work ethics, attentiveness, rules compliance, discipline in attendance, and commitment to work standards may all boost performance. Maintaining consistency, minimizing mistakes, and finishing tasks in accordance with goals are all made possible by work discipline. These results are consistent with the study conducted by Rajagukguk et al. (2024), which demonstrates that work discipline significantly and favorably affects ployee performance.

The Effect of Work Motivation on Participant Performance Partially

The findings of the study demonstrate that participants' performance is positively and significantly impacted by job motivation. The regression coefficient value of 0.262 with a t-count of 6.984 and a significance level of 0.000 indicates that the performance attained increases with the participants' level of work motivation. Physical, security, social, esteem, and self-actualization demands are included in this study's definition of work motivation. Participants will be more motivated to attend training, finish assignments, and reach their full potential when these requirements are satisfied. These results also pport studies by Susanti et al. (2023) and Nurpribadi et al. (2024) that demonstrate the impact of work motivation on performance..

The Effect of Compensation, Training, Work Discipline, and Work Motivation on Participant Performance Simultaneously

The F-test results demonstrate that participants' performance is significantly impacted by pay, training, work discipline, and work incentive all at the same time. The study mod s ability to describe participants' performance is confirmed by the computed F value of 156.765 with a significance level of 0.000. Together, these four factors may account for 79.1% of the variation in participant performance, according to the Adjusted R Square value of 0.791. Therefore, enhancing participants' performance requires a holistic approach that includes a just remuneration structure, efficient training, constant work discipline, and long-term incentive..

6. Conclusion And Recommendations

6.1 Conclusion

The research findings allow for the following conclusion: At PT Amerta Securindo, training participants' performance is positively and significantly impacted by compensation. The performance of training participants at PT Amerta Securindo is positively and significantly impacted by training. At PT Amerta Securindo, training participants' performance is positively and significantly impacted by work discipline. Training participants' performance at PT Amarta Solusindo is positively and significantly impacted by work motivation. Training participants' performance at PT Amerta Securindo is positively and significantly impacted by compensation, training, work discipline, and work motivation all at the same time.

6.2 Recommendations

PT Amerta Securindo is advised to improve participant performance through an integrated human resource management policy. From the compensation aspect, the company needs to ensure that salaries, incentives, allowances, and facilities are provided fairly, transparently, and according to the participants' contributions. From the training aspect, the company needs to improve the quality of instructors, update training materials, use applicable methods, and ensure that training objectives truly align with work needs.

From the aspect of work discipline, the company needs to strengthen the supervision system, the implementation of rules, and the evaluation of participants' attendance consistently. From the aspect of work motivation, the company needs to increase rewards, social support, a sense of security, and opportunities for self-actualization for participants. For future researchers, it is recommended to add other variables such as job satisfaction, leadership style, organizational culture, or work environment so that the research results can provide a more comprehensive picture.

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