



Employee Performance Factors Influenced By Work Motivation As Between From Incentives and Organizational Culture

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ARTICLE INFO

Article history:

Received: 30 July 2021

Revised: 12 August 2021

Accepted: 15 August, 2021

Keywords:

Organizational Culture,
Incentives, Employee
Performance, Work Motivation

ABSTRACT

This study aims to explain that work motivation has an impact on the performance of employees who get incentives, both material and non-material incentives and good organizational culture. The type of research used in this research is explanatory research and the research method used is quantitative. The population in this study were employees of PT Angkasa Pura I Medan. The number of samples is 152 employees using the objective sampling technique. The data was processed using a computer program Lisrel 8.7. Based on the results of the analysis that work motivation increases when employees are given material and non-material incentives and supported by a good organizational culture, and with high employee motivation will affect employee performance. This is evident from the results of the inferential path analysis with the results of a significance value of F, which is $0.000 < 0.05$ (alpha), the path coefficient value is 0.32 Material Incentives (X1), 0.44 Organizational Culture (X2) and Non-Material Incentives (X3).) of 0.24 on Work Motivation (Z), the path coefficient value of 0.89 on Employee Performance (Y). This proves that the variables of Material Incentives, Organizational Culture and Non-Material Incentives have a significant influence on Work Motivation and Employee Performance either directly or indirectly.

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1. Introduction

Optimal work motivation of employees will certainly be seen from the employee's performance. Employee performance is influenced by many factors such as employee motivation, employee motivation to work is influenced by incentives both materially and non-materially and is also influenced by the organizational culture formed in the agency/company. (Panambunan 2018; Henanta 2018). So this factor must be managed as much as possible. Providing adequate rewards or incentives to employees and creating a conducive organizational culture needs special attention so that employees can carry out their duties and can develop their abilities to the maximum extent possible so as to create good work motivation to get optimal employee performance.

In accordance with the theory of human motivation, one of the ways to work is to get incentives, with high and relevant incentives when employees work will affect employee performance. Although motivation to work is not only influenced by incentives but is also influenced by organizational culture (Firanti 2021; Sutoro 2020) This is also due to organizational culture because through a healthy organizational culture there will be employee comfort in working aware that any good treatment to improve performance assessed positively by superiors so that work motivation becomes optimal. Work motivation such as good salary or wages, safe work, conducive work atmosphere, appreciation for the work done, fair and wise leadership,



reasonable direction and orders, organization or workplace that is appreciated by the community or by seeking incentives that are proportional in size. and also progressive, which means that in accordance with the career path will improve employee performance. (Az zuhri 2019, Respect 2016).

Providing the right incentives can provide work motivation for employees because employees feel valued according to their abilities and performance. Incentives can also improve the welfare of life and build work motivation so that performance can be achieved optimally. It must be considered by the management to achieve the standard. The term incentive system is generally used to describe wage pay plans that are linked directly or indirectly to various standards of employee performance or organizational profitability. Compensation and incentives have a very close relationship, where incentives are components of compensation and both are very decisive in achieving the goals and objectives of the organization as a whole. Incentives can be formulated as adequate remuneration to employees whose performance exceeds the established standards. Incentives are a driving factor for employees to work better so that employee performance can increase. Zuhir 2019.

To get a clearer understanding of incentives, below are some management experts who put forward the notion of incentives. Incentives are additional remuneration given to certain employees whose performance is above standard performance. This incentive is a tool used by supporters of the fair principle in providing compensation (Hasibuan, 2017). Incentive is a form of motivation expressed in the form of money on the basis of high performance and is also a sense of recognition from the organization on employee performance and contribution to the organization (company) (Mangkunegara, 2016). According to the opinion of the experts above, basically incentives are encouragement to someone to want to work well and to be able to achieve a higher level of performance so that it can arouse work passion and motivation of an employee, so someone wants to work well if there is motivation in him. Besides motivation, the company needs to create work passion and motivation, because even though motivation has been formed if it is not accompanied by passion for work, the employee will still not be able to work as expected.

As an initial assumption that organizational culture affects work motivation, it is supported by Shina et al. (2010) said that organizational culture has a positive and significant effect on work motivation. Likewise, the results of research conducted by Patnaik (2011) and Hakim (2012) based on the results of their research that organizational culture has a positive and significant effect on work motivation. As well as Catania and Raymond (2013) in their research concluded that organizational culture has a positive and significant effect on work motivation, because organizational culture is formed due to habits that occur in the company so that it becomes a culture for employees with fellow employees and the support of the company management environment will further increase the sense of comfort in work environment so as to encourage employee motivation. It is also strengthened by the results of research by Guo et al. (2014) that organizational culture has a positive and significant influence on work motivation, Giantari 2017. Motivation is an important element that moves employees to achieve a goal. When you're in an unpleasant situation, your ability to stay focused, push yourself, and achieve things will slowly decline. Therefore, work motivation becomes an important element for employees to show themselves through the best performance. Based on the above understanding, basically we have to consider the quality and intensity of efforts and togetherness. Efforts that are directed and consistent with the goals of the organization are the kind of efforts we should make. Motivated individuals persist in doing a task for a long time to achieve their goals. (Akbar 2020, Noer 2020, Yunarifah 2012).

Every human being has the potential to act in various forms of activity. The ability to act is obtained by humans either naturally (present from birth) or learned. Although humans have the potential to behave in certain ways, that behavior is only actualized at certain times. The potential for certain behavior is called ability, while the expression of this potential is known as performance. Operationally, performance can be defined as an action or execution of a task that has been completed by a person within a certain period of time and can be measured. Performance refers to the function of ability and motivation. You can assess employee performance by observing their ability to complete assigned tasks according to their expertise, skills, and motivation. Performance measurement will lead you to three indicators of work productivity, namely quantity, quality, and timeliness. Pay attention to the abilities of employees to assess the extent to which they are able to carry out tasks according to company regulations and standards. In accordance with the results of Noer's research (2020) that work motivation affects employee performance,



Framework:

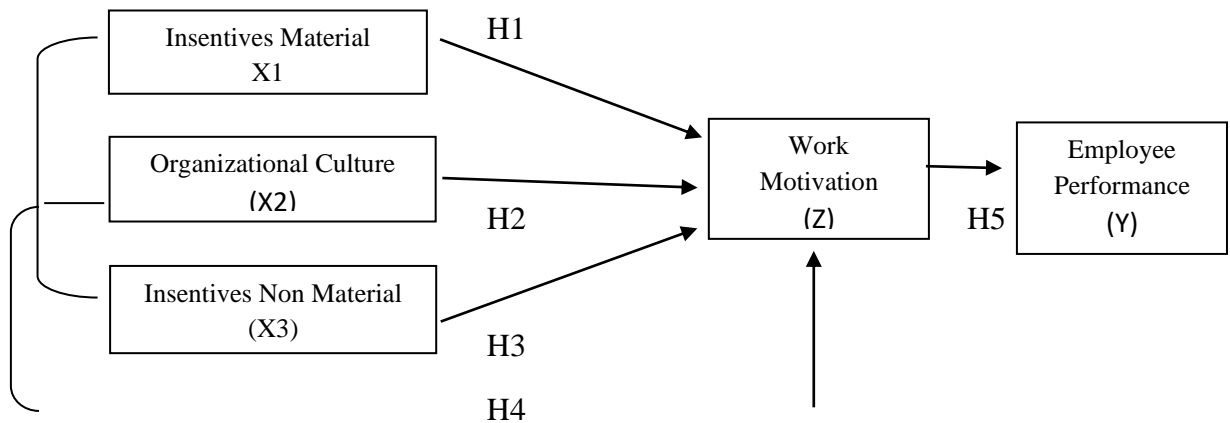


Figure 1. Framework

The hypotheses to be tested in this study are as follows:

1. H1 : There is a significant effect of material incentive variable (X1) on work motivation (Z) at PT. Angkasa Pura 1
2. H2 : There is a significant effect of Organizational Culture variable (X3) on Work Motivation (Z) at PT. Angkasa Pura 1.
3. H3: There is a significant effect of non-material incentive variable (X2) on work motivation (Z). at PT. Angkasa Pura 1.
4. H4: There is a significant effect of material incentives (X1), non-material incentives (X2) and work culture on employee performance (Z) at PT. Angkasa Pura 1.
5. H5: There is a significant effect of work motivation variable (Z) on employee performance (Y). at PT. Angkasa Pura 1

2. Research Method

Based on the research objectives, the research used is explanatory research. According to Singarimbun (2006), explanatory research can be useful to explain the influence of the variables tested using statistical testing. This study is to determine whether there is a significant influence on incentives on work motivation and employee performance at PT. Angkasa Pura 1. The analysis technique used includes descriptive analysis and path analysis. In this study, descriptive analysis described each variable regarding respondents' responses to the items studied. Inferential analysis consists of path analysis, using Lisrel 8.7.

3. Results And Discussion

3.1 Path Analysis

Path analysis is used to determine the magnitude of the direct and indirect effect of the X1 variable material incentives and Organizational Culture (X2) and X3 (non-material incentives), on variables Z (work motivation) and Y (employee performance). The first independent variable in this study, namely material incentives (X1) which consists of 2 indicators studied, namely money and social security which as a whole, Organizational Culture (X2) there are 6 indicators studied namely Innovation, attention, result orientation, orientation people, aggressiveness, stability, there are 5 items studied for non-material incentive variables (X3), namely the suitability of giving bonuses with performance, fulfillment of retirement benefits in old age, fulfillment of sick leave while still getting a salary, fulfillment of the need for holiday allowances, conformity medical expenses. and the independent variable as an intermediate in this study is the work motivation variable (Z) with 3 indicators examined for existence, linkage, and growth and employee performance variable (Y) with 3 indicators examined in terms of quality, quantity and timeliness.

Structural Model Analysis (Structural Model)

In the analysis using LISREL 7.8, a Goodness of fit measures (GOF) test was conducted so that it can be said that the model obtained meets the requirements. Overall Test of the Model The overall test of the model is divided into three parts: Absolute Fit Measures, Incremental Fit Measures, and Parsimonious Fit Measures. It can be shown in table 1 below:

Table 1
Measurement Model Analysis Results

Ukuran GOF	Estimate	Test Result
1. Absolute Fit Measures		
• Likelihood Ratio Chi-Square Statistics (P-Value)	0.063	Good Fit
• Goodness of Fit Index (GFI)	0.770	Good Fit
• Root Mean Square Residual (RMR)	0.045	Good Fit
• Root Mean Square Error of Approximation (RMSEA)	0.086	Adequated Fit
2. Incremental Fit Measures		
• Adjusted Goodness of Fit Index (AGFI)	0.73	Fit
• Non Normed Fit Index (NNFI / Tucker Lewis Index)	0.92	Good Fit
• Normed Fit Index (NFI)	0.89	Good Fit
• Relative Fit Index (RFI)	0.88	Good Fit
• Incremental Fit Index (IFI)	0.93	Good Fit
• Comparative Fit Index (CFI)	0.93	Good Fit
3. Parsimonious Fit Measures		
• Parsimonious Normed Fit Index (PNFI)	0.81	Good Fit
• Parsimonious Goodness of Fit Index (PGFI)	0.65	Good Fit

From the results of data processing in Table 1 shows that the model formed is eligible for the three tests: Absolute Fit Analysis of Effects Between Variables The results of data processing in Figure 2 show the relationship between research variables consisting of: Material Incentives, Organizational Culture, Non-Material Incentives, and employee performance.

1. The Influence of Material Incentives, Organizational Culture, Non-Material Incentives, on Employee Work Motivation. The calculation results that show the effect of Material Incentives (X1), Organizational Culture (X2), and Non-Material Incentives (X3) on Work Motivation (Y) are as follows:

$$\begin{matrix}
 KK = 0.32*IM + 0.44*BO + 0.24*INM, \text{Errorvar.} = 0.2148, R^2 = 0.78.52 \\
 \begin{matrix}
 (0.076) & (0.066) & (0.041) & (0.14) \\
 1.95 & 3.13 & 1.46 & 6.28
 \end{matrix}
 \end{matrix}$$

Based on the above equation, it can be explained that the work motivation variable is positively and significantly influenced by material incentives with a path coefficient of 0.32, organizational culture with a path coefficient of 0.44 and non-material incentives with a path coefficient of 0.24

For path coefficient X1 to Y is 0.32, it means that if Material Incentives increase, work motivation will increase by 0.32 units or Material Incentives contribute to increasing work motivation by 0.32 units. Measures, Incremental Fit Measures, and Parsimonious Fit Measures. The path coefficient of X2 to Y is 0.44 meaning that if the Organizational Culture has increased, the work motivation will increase by 0.44 units or Organizational Culture contributes to the increase in work motivation by 0.44 units. Meanwhile, the coefficient of X3 to Y is 0.24 which means that if non-material incentives increase, work motivation will increase by 0.24 units or non-material incentives contribute to an increase in work motivation of 0.24 units.

Thus the proposed conceptual hypothesis has been tested and can be accepted. Complete structural model for substructure 1 Based on the results of Lisrel, the influence between variables can be seen in Figure 1 below:



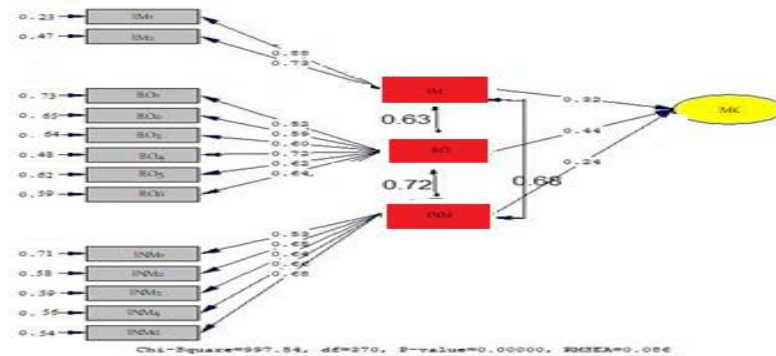


Figure 2: Path coefficients of influence of material incentives organizational culture and non-material incentives on work motivation

The calculation results obtained show that material incentives, organizational culture and non-material incentives affect work motivation, either partially or simultaneously. Based on the correlation value and path coefficient obtained from the calculation with *lisrel* 8.72, it can be seen the direct and indirect influence of material incentives, organizational culture and non-material incentives on work motivation.

Figure 2: Path coefficients of influence of material incentives, organizational culture and non-material incentives on work motivation

Table 2

The direct and indirect effect of material incentives, organizational culture and non-material incentives on work motivation

	Koefisien Jalur	Pengaruh langsung	Pengaruh melalui			Total
			Insentif Material	Budaya Organisasi	Insentif non material	
Insentives Materia	0.32	10.24%		8.87%	5.53%	24.64%
Organization Culture	0.44	19.36%	8.87%		7.18%	35.41%
Insettives non material	0.24	5.76%	5.53%	7.18%		18.47%
Total		35.36%	14.40%	16.05%	0.13	78.52%

Source: Results of *Lisrel* Program Data Processing

Based on table 2 above, it can be seen that material incentives, organizational culture and non-material incentives are influenced by direct and indirect influences. The direct effect of the Material Incentive variable on work motivation is 10.24% and the indirect effect through organizational culture is 8.87% and through non-material incentives is 5.53%. The direct influence of Organizational Culture on work motivation is 19.36% and indirect influence through material incentives is 8.87%, and through non-material incentives is 7.18%. The direct effect of non-material incentive variables on work motivation is 5.76%, while the indirect effect is through material incentives 5.53% and the indirect effect is 7.18% through organizational culture.

Based on the results of the calculation of the total influence partially the largest is the organizational culture variable with a total influence on work motivation of 78.52%. So it can be concluded that to increase work motivation, it must be supported by incentives, both material and non-material. However, the influence of other variables that affect work motivation studied in this study are material incentives of 24.64%, organizational culture of 35.41% and non-material incentives totaling 18.47%. So that the total direct and

indirect effect of work motivation is influenced by material incentives, organizational culture and non-material incentives of 78.52%. Research Hypothesis Testing

1. Simultaneous Effect

The simultaneous effect of Material Incentives, Organizational Culture and Non-Material Incentives on Work Motivation can be analyzed as follows:

Hypothesis:

H0 : 1 = 2 = 3 = 0 (There is no positive and significant effect of Material Incentives, Organizational Culture and Non- Material Incentives on Work Motivation)

H1 : 1 2 3 0 (There is a positive and significant effect of Material Incentives, Organizational Culture and Non-Material Incentives on Work Motivation)

With test criteria: Reject H0 if Fcount > Ftable To test the hypothesis, calculations are carried out using the following formula:

$$F = \frac{(n - k - 1)R^2_{y.xk}}{k(1 - R^2_{y.xk})} = \frac{(152 - 2 - 1)0.86}{2(1 - 0.86)} = 458.67$$

The calculation results show the value of Fcount = 458.67, while the value of Ftable = F(0.05) (2) (149) = 2.64. Because the value of Fcount > Ftable, H0 is rejected, meaning that simultaneously Material Incentives, Organizational Culture and Non-Material Incentives have a positive and significant effect on Work Motivation. Then H0 is rejected, meaning that it can be concluded that there is a linear relationship between Material Incentives, Organizational Culture and Non-Material Incentives simultaneously on Work Motivation.

2. Partial Influence

a. Partial Effect of Material Incentive Variables on Work Motivation

The partial effect of the Material Incentive variable (X1) on Work Motivation (Z) needs to be tested statistically, then the statistical hypothesis is as follows:

H0: $\rho_{\gamma X1} = 0$: There is no significant effect between Material Incentives on Work Motivation

H1: $\rho_{\gamma X1} \neq 0$: There is a significant effect between Material Incentives on Work Motivation

Test criteria: Reject H0, if t-count is greater than t-table or $t_0 > t\text{-table}$, with $df = 152 - 3 = 1 = 148$

Table 3
Partial Effect of Material Incentive Variables on Work Motivation

structural	Path Coefficient	t-count	t-table	Conclusion
$\rho_{\gamma X1}$	0.32	3.25	1.96	H0 is rejected, there is a significant effect of Material Incentives on work motivation

Source: Results of Lisrel Program Data Processing

For the path coefficient X1 to Y = 0.89, the t-count value is 3.25 which is greater than the t-table of 1.96, then H0 is rejected or in the words Material Incentives affect Work Motivation by 0.32 so that every increase in Work Motivation will increase Work Motivation of 0.32

b. The Influence of Organizational Culture on Work Motivation



The partial effect of organizational culture variable (X2) on work motivation (Z) needs to be tested statistically, so the statistical hypothesis is as follows:

H0: $\gamma_{X2}=0$: There is no significant effect between Organizational Culture on Work Motivation.

H1: $\gamma_{X2}\neq 0$: There is a significant influence between Organizational Culture on Work Motivation.

Test criteria: Reject H0, if t count is greater than ttable or $t_0 > t_{table}$, with $df = 152 - 3 - 1 = 148$

Table 4

Partial Effect Organizational Culture toward Work Motivation				
Struktural	Koefisien Jalur	t- hitung	t- tabel	Kesimpulan
$\rho_{\gamma_{X2}}$	0.44	3.13	1.96	H0 rejected, there is a significant effect of Organizational Culture on Work Motivation

Source: Results of Lisrel Program Data Processing

For the path coefficient X2 to Y = 0.44, the obtained t-count value of 3.13 is greater than the t-table of 1.96, then H0 is rejected or in other words Competence has an effect on Work Motivation of 0.44 so that every increase in motivation will increase motivation Work of 0.44.

c. The Influence of Non-Material Incentives on Work Motivation

The partial effect of Non-Material Incentives (X3) on Work Motivation (Z) needs to be tested statistically, so the statistical hypothesis is as follows:

H0: $\gamma_{X3}=0$: There is no significant effect between Non-Material Incentives on Work Motivation

H1: $\gamma_{X3}\neq 0$: There is a significant effect between Non-Material Incentives on Work Motivation

Test criteria: Reject H0, if t count is greater than t-table or $t_0 > t_{table}$, with $df = 152 - 3 - 1 = 148$

Table 5

Partial Effect Incentives Non Material toward Work Motivation				
Struktural	Koefisien Jalur	t- hitung	t- tabel	Kesimpulan
$\rho_{\gamma_{X3}}$	0.24	2,46	1.96	H0 rejected, there is a significant effect of Incentives Non MaterIL on Work Motivation

Source: Results of Lisrel Program Data Processing

For the path coefficient X3 to Z = 0.24, the t-count value of 2.46 is greater than the t-table of 1.96, then H0 is rejected or in other words Non-Material Incentives affect work motivation by 0.24 so that any increase in non-material incentives material will increase work motivation by 0.24.

c. The Effect of Work Motivation on Employee Performance

Structural model 2 describes the relationship between Work Motivation and Employee Performance which is stated in the following hypothesis: The calculation results that show the effect of Work Motivation (MK) on Employee Performance (KK) analyzed by Lisrel are as follows:

$KK = 0.89 * MK$, Errorvar.= 0.2079 , $R^2 = 0.7921$

(0.091)

(0.08)

3.25

6.68

The results of data processing indicate that Work Motivation (MK) has a significant effect on employee performance with a path coefficient of 0.89, with T-Value = 3.25 > 1.96. The path coefficient value of 0.89 means that if Work Motivation is increased by one unit, then Employee Performance will increase by 0.89 units. There is a positive relationship between work motivation and employee performance.

Thus the proposed conceptual hypothesis has been tested and can be accepted. The complete structural model for substructure 2 can be described in Figure 4 as follows:

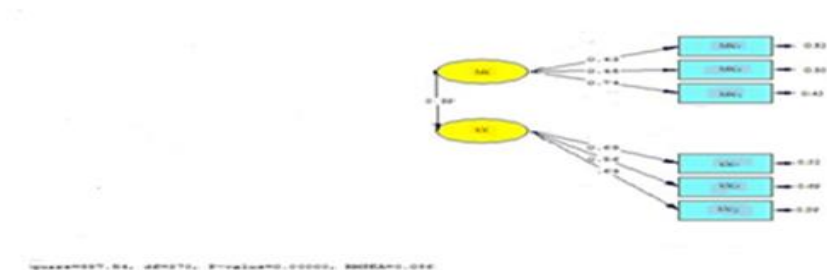


Figure: 4 Path Coefficients of Work Motivation on Employee Performance

Performance

1. Hypothesis Testing

From the variable of Work Motivation (Z) on the performance of Employee Performance (Y) it is necessary to do statistical testing, so the statistical hypothesis is as follows:

H0 : = 0 There is no significant effect of work motivation on employee performance

H0: 0 There is no significant effect of work motivation on employee performance.

Test Criteria: Reject H0, if t-count is greater than t-table or $t_0 > t\text{-table}$ with $df= 152 -1-1$

Table: 6
Partial Effect Work Motivation toward Employee Performance

Struktural	Koefisien Jalur	t- hitung	t- tabel	Kesimpulan
ρ_{Zy}	0.89	3.25	1.96	H0 rejected, there is a significant effect of Work Motivation on employee performance

Source: Results of Lisrel Program Data Processing

Model Feasibility Test

The results of the model feasibility test indicate that the research model has met the criteria for the goodness of an economic model or the expected characteristics and is described as follows:

1. Theoretical Plausibility

This research model shows that the test results are in line with expectations and the HR Management theory which is the rationale for studying the antecedents of research performance, as summarized in Table table: 7

Model Conformity Test Results
Relationship between Pre-Estimated Variables Post

Hubungan antar Variabel	Pra -Estimasi	Pasca Estimasi	Kesuaian
The Effect of Material Incentives on Work Motivation	+	+	Appropriate
The Influence of Competence on Work Motivation	+	+	Appropriate
The Influence of Motivation on Work Motivation	+	+	Appropriate
The Effect of Work Motivation on Research Performance	+	+	Appropriate

Source: Results of Lisrel Program Data Processing

2. Accuracy of the Estimates of the Parameters



This research model produces an accurate or unbiased path coefficient estimator. The analysis assumptions are met and the probability of statistical error from the model is very low (p-value = 0.000) or below the specified significance level of 0.05 (5%) for all hypotheses.

3. Explanatory Ability

This research model has a high ability to explain the relationship between the phenomena of the management variables studied. Standard Error (SE) is smaller than times the absolute value of the path coefficient ($SE < | \beta |$) as shown in Table 8

Table 8.
Uji Explanatory Ability

Model	Pernyataan	SE	Koefisien Jalur (λ)	Keputusan ($SE < \frac{1}{2} \lambda$)
1	Material incentives have a significant effect on work motivation	0.076	0.32	Yes
	Competence has a significant effect on work motivation	0.066	0.44	Yes
	Motivation has a significant effect on work motivation	0.041	0.24	Yes
2	Work Motivation has an effect on employee Performance	0.091	0.89	Yes

Source: Results of Lisrel Program Data Processing

4. Forecasting Ability

This research model has a high predictive ability on the behavior of the dependent variable because of the high coefficient of determination of the model which is less than 50% with the following details;

Model 1:

Effect of Material Incentives, Competence, and Motivation on Work Motivation: $R^2 = 78.52\%$

Model 2:

The Effect of Work Motivation on Research Performance: $R^2 = 79.21\%$

Thus, it can be concluded, in general, that the model formed meets the criteria for the goodness of an econometric model, which is based on a strong theoretical perspective, so that it can contribute to the development of science and to problem solving. The overall path coefficient is shown in Figure 3 below:

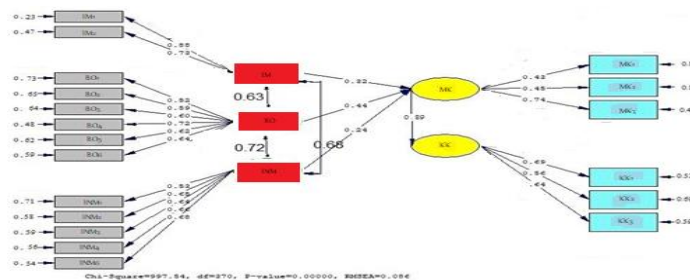


Figure 3: Path analysis results

5. Conclusions

There is a positive and significant influence between Material Incentives on Work Motivation. With the Material Incentive Condition at PT Angkasa Pura 1 Medan, overall it is in the fairly good category. The highest aspect is the money received from salary without delay. The lowest aspects are: Social security. There is a positive and significant influence between Organizational Culture on Work Motivation. With the Organizational Culture Condition at PT Angkasa Pura 1, overall it is in the fairly good to good category. The highest aspect is more result orientation, while the lowest aspect is people orientation. The condition of PT

Angkasa Pura 1's Non-Material Incentives, overall is in the fairly good to good category. The highest aspect is the old age pension allowance. The lowest aspect is: the suitability of giving bonuses to performance. The condition of work motivation of employees of PT Angkasa Pura1, as a whole is in the fairly good to good category. The highest aspect is relatedness. The two lowest aspects are: existence. The condition of the performance of PT Angkasa Pura1 employees, overall is in the fairly good to good category. The highest aspect is quantity and the lowest aspect is timeliness.

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