The Influence of Organizational Culture, Incentives and Motivation on Employee Performance of PT. Niaga Sejahtera Plastik Indonesia in Purwosari, Pasuruan Regency

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Abstract *This study aims to analyze the influence of Organizational Culture, Incentives and Motivation on Employee Performance of PT. Niaga Sejahtera Plastik Indonesia in Purwosari, Pasuruan Regency. The total sample of the study was 100 people. The variables used are organizational culture, incentives and motivation as independent variables and employee performance as the dependent variable. Data collection was carried out using a questionnaire and then analyzed using multiple linear regression analysis methods. Hypothesis testing used is the simultaneous significance test (F-test) and partial significance test (T-test). The results of the F test of this study indicate that the variables of organizational culture (X_1), incentives (X_2), and motivation (X_3) have a simultaneous effect on employee performance. While the T test shows that the variable of organizational culture (X_1), does not have a partial effect on employee performance, while the variables of incentives (X_2), and motivation (X_3) have a partial effect on employee performance.*

Keywords *: Organizational Culture ($X1$), Incentives ($X2$), And Motivation ($X3$) And Employee Performance (Y)*

1. INTRODUCTION

Competition in the current era of globalization is growing rapidly where human resources are very important and must be managed well by company leaders to maintain the existence of their companies. A company or agency is required to be able to maintain and improve the quality of its human resources, namely by increasing employee performance productivity. Employee work productivity is said to be of quality if a person or group of people in an organization can achieve organizational goals and have different levels of performance, especially in the skills and motivations of the employees. This human resource management is carried out professionally which can improve employee performance.

PT. Niaga Sejahtera Plastik Indonesia (NSPI was founded by Hardianto is a company that was established in 2000, where the company PT. Niaga Sejahtera Plastik Indonesia (NSPI) is engaged in the water gallon industry, PET preform plastic, bottle caps, plastic bottles, straws. PT. Niaga Sejahtera Plastik Indonesia is one of the companies engaged in manufacturing and is still operating today. PT. NSPI always prioritizes quality and quality that is always under the supervision of Quality Control (QC) operators carefully and also has strong product knowledge so that it can produce premium quality plastic packaging products at competitive prices. In serving demand, PT. NSPI has a one-stop shopping concept where the company strives to provide everything needed by consumers, especially for the bottled drinking water industry in one place.

According to Robbins (2016:63) organizational culture is a set of values, principles, traditions, and ways of working that are shared by members of the organization and influence the way they act. In addition, according to Robbins (2016:67-68) culture is born and develops through the vision of the founders of the organization because organizational culture reflects the values held by the founders. After that, organizational culture will develop through employee selection. Managers will usually select an employee not only based on qualifications, but also by seeing whether the employee can blend well into the organization. The actions of top managers also have a major impact on the culture of an organization. Finally, employees adapt to organizational culture through socialization, a process that helps new employees understand how the organization carries out its various jobs.

According to Nafrizal (2012:52) incentives are stimuli given to employees with the aim of encouraging employees to act and do something for the company's goals. According to Suwanto (2011) stated that employees who have good achievements should naturally receive good and positive incentives. What is meant by positive incentives is the stimulant given. According to Hasibuan (2016:184) incentives are stimulants given to employees in the form of awards or recognition based on their work achievements, such as charters, trophies or medals.

According to Hasibuan (2016:142) motivation is the provision of driving force that creates a person's passion so that they are willing to work together, work effectively and integrate with all their efforts to achieve satisfaction. According to Mangkunegara (2015:93) motivation is a tendency to be active, starting from an inner drive (drive) and ending with self-adjustment, self-adjustment is said to satisfy motives. According to MC.donald in Martinis Yamin, motivation is defined as a change in energy within oneself. (personal) a person who is characterized by the emergence of feelings and reactions to achieve goals Murtiyono, (2018:120). According to Siagan (2016) it is stated that in organizational life, including working life in business organizations, the aspect of work motivation absolutely gets serious attention from managers.

According to Mangkunegara (2016) performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Thus, performance is the willingness of a person or group to do an activity and perfect it in accordance with their responsibilities in accordance with the results. According to Wibowo (2012) stated that performance is about doing work and the results achieved from the work. Performance is about what is done and how to do it. According to Hasibuan (2017) stated that performance is a result of work achieved by a person in carrying out the tasks assigned to him which is based on ability, experience, sincerity and time.

According to research conducted by Tri Wartono (2017) explained that employee performance is the result of work achieved by a person or group of people in accordance with the authority/responsibility of each employee during a certain period. A company needs to conduct a work assessment on its employees.

The author can draw the conclusion that employee ability is reflected in good performance which is a form of optimal performance or in accordance with company expectations. Employee performance is one of the capitals for the company to achieve what the company has aspired to. So employee performance is something that should be considered by company leaders. In carrying out services properly and assessed from organizational culture, job training and service quality to obtain maximum employee performance at PT. Niaga Sejahtera Plastik Indonesia . So work productivity will be realized if employees have the ability to complete the work or tasks given and that is responsibility of each. Therefore, the company must provide something in the form of guidance or materials that can make employees improve their work results with one goal so that the company runs effectively and efficiently so that it can achieve its goals and objectives. Based on the background above, I am very interested in taking the title **"The Influence of Organizational Culture, Incentives and Motivation on Employee Performance at PT. Niaga Sejahtera Plastik Indonesia in Purwosari Pasuruan ".**

Based on the background of the problem above, the formulation of the research problem is How do organizational culture, incentives and motivation influence partially and simultaneously on employee performance at PT. Niaga Sejahtera Plastik Indonesia in Purwosari, Pasuruan Regency?

The purpose of this study is to analyze how organizational culture, incentives and motivation influence partially or simultaneously on employee performance at PT. Niaga Sejahtera Plastik Indonesia in Purwosari, Pasuruan Regency .

Scope of problem
1. The fundamental variables used are organizational culture, incentives and motivation.
2. The observation period selected is the 2022 period.
3. The object of the research is PT. Niaga Sejahtera Plastic Indonesia in Purwosari, Pasuruan Regency.

2. LITERATURE REVIEW

Human Resource Management

Definition of resource management Human is management as a science and art of managing the process of utilizing human resources and other resources efficiently, effectively, and productively is the most important thing to achieve certain goals. According to Farida (2015:9) human resource management is the planning, organizing, directing, and supervising of the procurement, development, compensation and maintenance of human resources with the aim of helping to achieve the goals of the company, individuals and society. Another definition is put forward by Mangkunegara (2013:3) that human resource management is a planning, organizing, coordinating, implementing and supervising the procurement, development, compensation, integration, maintenance and separation of workers in order to achieve organizational goals. Humans as the most important element in carrying out their performance. Time, energy, and abilities must be truly utilized optimally for organizational and individual goals.

According to Bintoro and Daryanto (2017: 15), "Human resource management, abbreviated as MSDM, is a science or method of managing the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the common goals of the company, employees and the community are achieved optimally."

Organizational culture

In the current era of globalization, competition between companies is increasingly fierce and advanced technology poses challenges for companies to make changes in various aspects of company management. Facing changes and competition both at the national and international levels, employees must adapt to changes in technology, such as the emergence of new technologies or new work methods in the company. Situations like this require companies to have human resources who have knowledge, skills, high abilities and are trained who can focus their abilities on tasks and responsibilities for the benefit of the company, which ultimately affects the output of the company concerned. Given its very important role, it is only right for a company to carry out a human resource maintenance mechanism by paying attention to the performance of its employees and the quality of its services.

According to Stephen Robbins in Wibowo (2010:17), organizational culture is a common perception held by members of an organization, a system of shared meaning. According to Ivancevich, et al. (in Joushan, 2015:02) organizational culture is a system of

values, beliefs, and norms that permeate an organization. Organizational culture can encourage or weaken organizational effectiveness.

Incentive

According to Yani (2012) Incentives are awards in the form of money given by an organization or company to its employees based on high work performance or to employees who work beyond predetermined standards. Incentives are intended to increase employee productivity and retain high-performing employees to remain in the organization or company. Incentives and gain sharing can be used as tools to motivate employees to achieve organizational goals, because both are compensation approaches that provide rewards for certain work results (Marwansyah, 2012:297).

According to Mangkunegara (2007) in Widiarto Rachbini (2017: 76), the purpose of providing incentives is to increase employee work productivity and retain high-performing employees to continue working in the company. Incentives can be a motivator for company employees to be more enthusiastic in working, so that they can improve performance.

Motivation

Motivation in a person is a driving force that will realize a behavior in order to achieve the goal of self-satisfaction. According to Manulang M in his book Personnel Management (2000) citing the opinion of The Liang Gie Providing a formulation of motivating or driving activities as follows: "The work done by a manager in providing inspiration, enthusiasm and encouragement to others, in this case his employees to take actions". This encouragement aims to encourage people or employees so that they are enthusiastic and can achieve the results as desired by those people. Furthermore, according to Siswanto Sastrohadiwiryo in his book Indonesian labor management (2001) motivation can be interpreted as a state of mind and mental attitude of humans that provides energy. encourage activities or move and direct or channel behavior towards achieving needs that provide satisfaction or reduce imbalance. So it can also be said that motivation is a factor that encourages people to act simply. Thus motivation means a condition that encourages or causes someone to do an act / activity, which takes place consciously.

Employee performance

According to Kasmir (2016:182) said that performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period. Increasing individual performance will most likely also increase corporate performance because the two have a close relationship.

According to Afandi (2018:83) Performance is the work results that can be achieved by a person or group of people in a company according to their respective authorities and responsibilities in an effort to achieve organizational goals. illegally, **not breaking** the law and not contrary to morals and ethics. Performance is the willingness or group of people to do an activity or perfect it according to their responsibilities with the expected results.

Framework For Thinking and Hypothesis Development

In this study will examine the relationship between variables on employee performance . The variables used include: *organizational culture, incentives, motivation* as independent variables and employee performance as dependent variables. From the three variables will be tested whether they have an influence on employee performance , either partially or simultaneously. The relationship between independent variables to dependent variables will be explained as follows:

H1: It is suspected that Organizational Culture has a significant effect on employee performance at PT. Niaga Sejahtera Plastik Indonesia .

H2: It is suspected that incentives have a significant effect on employee performance at PT. Niaga Sejahtera Plastik Indonesia .

H3: It is suspected that motivation has a significant effect on employee performance at PT. Niaga Sejahtera Plastik Indonesia .

H4: It is suspected that Organizational Culture, Incentives and Motivation have a simultaneous influence on employee performance. PT .

3. RESEARCH METHODOLOGY

According to Sugiyono (2015) Based on its type, the data used in this study is quantitative data, namely data in the form of numbers or qualitative data that is numeric . The quantitative data obtained in this study are the results of questionnaires distributed or given by researchers to the subjects to be studied .

The subjects/objects in this research are the employees of the production division at PT. Niaga Sejahtera Plastik Indonesia which is located in Purwosari, Pasuruan Regency. While the object of this study is the influence of Organizational Culture (X1), Incentives (X2) and Motivation (X3) and Employee Performance (Y).

Based on this study because the population is not more than 100 respondents, by considering the pressure, environment and work facilities, the author took the number of

existing population of employees of the employee division of PT. Niaga Sejahtera Plastik Indonesia, which is 100 respondents. So the sample used in the study is 100 people.

The data analysis method used in this study is multiple linear regression analysis. Data processing and analysis were carried out using the SPSS version 21 for Windows. Multiple regression analysis was carried out after conducting classical assumption testing first and then hypothesis testing. The classical assumption testing carried out consisted of normality test, autocorrelation test, heteroscedasticity test and multicollinearity test.

Multiple Linear Regression Analysis

Multiple linear regression analysis to determine the relationship between the independent variable (X) and the dependent variable (Y), the formula according to Sarjono and Julianita (2011:48) is as follows:

$$Y = a + \beta 1 X_1 + \beta 2 X_2 + \beta 3 X_3 + e$$

Information :

Y = Employee performance

X_1 = Organizational culture

X_2 = Incentive

X_3 = Motivation

e = Error

a = Constant

$\beta 1,2,3.......6$ = Regression coefficient

Hypothesis Testing

In hypothesis testing, the study used partial, simultaneous and coefficient of determination (R^2) testing $\cdot$ For partial testing, the t-statistic test was used, while the simultaneous test used the f-statistic test.

4. DISCUSSION OF RESULTS

Normality Test

The normality test is carried out to test whether the data distribution is normal or not by looking at the significance value of the Kolmogorov-Smirnov (KS) test. One of the statistical tests that can be used to test the normality of the residuals is the non-parametric Kolmogorov-Smirnov statistical test. If the Kolmogorov-Smirnov results show a significant value above 0.05, then the residual data is normally distributed. Meanwhile, if the Kolmogorov-

Smirnov results show a significant value below 0.05, then the residual data is not normally distributed (Ghozali, 2011).

Based on table, the *Kolmogorov-Smirnov* value is 0.637 with a significance of 0.811. The significance value of 0.811 > 0.05 means that the data is normally distributed.

Autocorrelation Test

The autocorrelation test aims to test whether in a linear regression there is a correlation between the disturbing error in period t and the error in period t-1 (the previous period). If there is a correlation, then it is called an autocorrelation problem. Autocorrelation testing can be done with the *Durbin-Watson Test* . The following is the basis that can be used for decision making whether or not there is autocorrelation (Ghozali, 2011).

If the DW value is between d $_U$ and 4-d $_U$ then the autocorrelation coefficient is equal to zero. This means that there is no autocorrelation.

Tabel 4.6 :Hasil Uji Autokorelasi

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,735^a	,541	,527	5,564	2,372

a. Predictors: (Constant), motivasi, insentif, budayaorganisasi
b. Dependent Variable: kinerjakaryawan

Based on table 1 it can be seen that the Durbin Watson value is 2.372 . While the Durbin-Watson value based on the table n = 100 , K = 3 , obtained the value of dL = 1.6131 and dU = 1.73 64. So the value of 4-dU is 4 - 1.6131 = 2.3869 . So the Durbin Watson value of 2.372 lies between dU and 4-dU. So it can be concluded that the regression model shows no autocorrelation.

Heteroscedasticity Test

To see the presence of heteroscedasticity in a study is to look at the plot image between the predicted values of the independent variables (ZPRED) and the residuals (SRESID). If there is no particular regular pattern in the graph and the data is randomly distributed above and below the number 0 (zero) on the Y axis, then it is identified that there is no heteroscedasticity.

Scatterplot

Dependent Variable: kinerjakaryawan
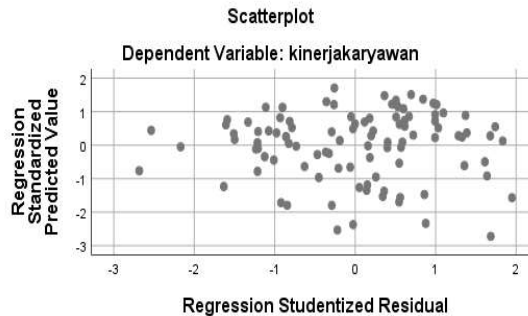
Based on graph 1 it can be seen that the data is randomly distributed above and below the number 0 (zero) on the Y axis, so it can be concluded that the research data does not contain heteroscedasticity, but its distribution is not good.

Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation between independent variables in the regression model. To detect the presence or absence of multicollinearity is to analyze the correlation matrix of independent variables. If there is a fairly high correlation between independent variables (generally above 0.90), then this is an indication of multicollinearity (Ghozali, 2006). Multicollinearity is also seen from the tolerance value and *Variance Inflation Factor* or VIF. The *cut-off value* commonly used is the tolerance value > 0.10 or the same. The VIF value is above 10 so that data that is not affected by multicollinearity must have a tolerance value of more than 0.10 or a VIF of less than 10.

Tabel 4.5 Hasil Uji Multikolinieritas

Variabel	VIF	Keterangan
Budaya Organisasi	2,244	Non Multkolonier
Insentif	1,109	Non Multikolonier
Motivasi	2,194	Non Mutikolonier

Based on table 2, it shows that no independent variable has a VIF value of more than 10. Therefore, it can be concluded that there is no multicollinearity between the variables in the regression model.

Multiple Linear Analysis Equations

Coefficientsª

	ardized Coefficients		Coefficients				rity Statistics	
		rror	a				ce	
	,488	3,743		,130	,897			
asi	,219	,125	,182	1,760	,082	,446	2,244	
	,389	,124	,227	3,124	,002	,902	1,109	
	,527	,110	,489	4,775	,000	,456	2,194	

/ariable: kinerjakaryawan

Based on table 3, the calculation of multiple linear regression using the SPSS *for Windows program* , the following results were obtained:

From the equation above it can be explained:

1. The constant is 0.488; this means that if the regression coefficient value of the other variables is zero (0), then the employee performance coefficient (Y) has a positive value, namely 0.488.

2. The regression coefficient of organizational culture (X1) is positive and its value is 0.219; meaning that if organizational culture increases by 1 unit, then the employee performance coefficient (Y) will increase by 0.219. Variable X1 has a t-value of 1.760 and a sig. value

of 0.082> 0.05, so partially variable X1 does not have a significant effect on variable Y or in other words, organizational culture partially does not have a significant effect on employee performance. So Ho is accepted and Ha is rejected, meaning that the independent variable partially does not have a significant effect on the dependent variable. This means that partially organizational culture does not affect employee performance.

3. The incentive regression coefficient (X2) is positive and its value is; 0.389, meaning that if the incentive increases by 1 unit, the employee performance coefficient (Y) will increase by 0.389. Variable X2 has a t-value of 3.124 and a sig. value of 0.002 <0.05, so partially variable X2 has a significant effect on variable Y. So Ho is rejected and Ha is accepted. This means that the independent variable partially has a significant effect on the dependent variable. This means that partially incentives have a significant effect on employee performance.

4. The regression coefficient of motivation (X3) is positive and its value is 0.527; meaning that if motivation continues to increase by 1 unit, then the employee performance coefficient (Y) will increase by 0.527. Variable X3 has a t-value of 4.775 and a sig. value of 0.000 <0.05. Partially, variable X3 has an effect on variable Y. So Ho is rejected and Ha is accepted. This means that the independent variable partially has a significant effect on the dependent variable. This means that partially, motivation has a significant effect on employee performance.

Hypothesis Testing

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	,488	3,743		,130	,897
	budayaorganisasi	,219	,125	,182	1,760	,082
	insentif	,389	,124	,227	3,124	,002
	motivasi	,527	,110	,489	4,775	,000

a. Dependent Variable: kinerjakaryawan

Based on table 4, the partial hypothesis test (t-test) can be explained as follows:

1. For the Organizational Culture variable, it was obtained as much as 1.760 and as much as 1.98525 with a significance of 0.082 (P>0.05). It is known that the value = 1.760 and = 1.98525 so that < (1.760<1.98525). Thus, it can be concluded that Organizational Culture (X1) does not have a significant effect on the performance of employees of PT. Niaga Sejahtera Plastik Indonesia.

2. For the incentive variable, it was obtained as much as 3.124 and as much as 1.98525 with a significance of 0.002 (P>0.05). It is known that the value = 3.124 and = 1.98525 so that < (3.124>1.98525). Thus, it can be concluded that incentives (X2) have a significant effect on employee performance at PT. Niaga Sejahtera Plastik Indonesia.

3. For the work motivation variable, it was obtained as much as 4.775 and as much as 1.98525 with a significance of 0.000 (P>0.05). It is known that the value = 4.775 and = 1.98525 so that > (4.775>1.98525). Thus, it can be concluded that work motivation (X3) has a positive and significant effect partially on the performance of employees of PT. Niaga Sejahtera Plastik Indonesia.

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3502,283	3	1167,428	37,710	,000ᵇ
	Residual	2971,957	96	30,958		
	Total	6474,240	99			

a. Dependent Variable: kinerjakaryawan
b. Predictors: (Constant), motivasi, insentif, budayaorganisasi

Based on table 5, the simultaneous hypothesis test (f-test) can be explained as follows:

The calculation results obtained a significant F value $_{of}$ 37.710 and sig. 0.000 <0.05, so H0 $_{is}$ rejected and Ha $_{is}$ accepted. This means that simultaneously the independent variables including organizational culture, incentives and motivation have a significant effect on employee performance. In accordance with the results of the F test, the fourth hypothesis stating that organizational culture, incentives and motivation have a simultaneous or joint effect on employee performance is proven.

Based on table 5 the coefficient of determination (R2 $^{)}$ can be explained as follows:

The results of the multiple linear regression analysis can be seen the degree of relationship between independent variables and dependent variables of employee performance at PT. Niaga Sejahtera Plastik Indonesia is the largest owned by the motivation variable (X_3) with *a standardized coefficient betta* of 0.489 which means that the variation or change in performance of PT. Niaga Sejahtera Plastik Indonesia can be explained by the motivation variable (X_3) showing the smallest probability, namely p = 0.000 <0.05, meaning that the motivation variable (X_3) has a dominant influence when compared to other variables.

5. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of the discussion in the previous chapter, and the hypothesis proposed, several conclusions that can be made are as follows:

1. Partial test shows that incentives (X_2), and motivation (X_3) have a partial effect on employee performance. While organizational culture (X_1) does not have a partial effect on employee performance at PT. Niaga Sejahtera Plastik Indonesia

2. Based on the hypothesis test, it was obtained that the incentive variable ($X2_{)}$ has a partial influence on the performance of employees of PT. Niaga Sejahtera PlastikIndonesia, so that the hypothesis proposed in this study is accepted.

3. Based on the hypothesis test, it was obtained that the motivation variable ($X3_{)}$ has a dominant influence on the performance of employees of PT. Niaga Sejahtera PlastikIndonesia, so that the hypothesis proposed in this study is accepted.

4. Based on the hypothesis test, it was found that organizational culture, incentives and motivation have a simultaneous effect on employee performance at PT. Niaga Sejahtera Plastik Indonesia, so that the hypothesis proposed in this study is accepted.

Suggestion

The suggestions that can be given in relation to the research that has been conducted are as follows:

1. PT. Niaga Sejahtera Plastik Indonesia should pay attention to other factors outside of organizational culture, incentives and motivation so that employee performance improves, for example paying attention to discipline, training and job satisfaction factors.

2. PT. Niaga Sejahtera Plastik Indonesia should focus more on motivational variables in order to improve employee performance.

3. PT. Niaga Sejahtera Plastik Indonesia should continue to strive to improve incentives and motivation so that employee performance improves.

4. For further researchers related to performance issues, further researchers need to include other variables that are considered to be able to influence employee performance so that these variables can be tested for their influence on employee performance.

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