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## **The Influence of Incentives, Motivation, and Work Discipline on Employee Performance at Credit Union Filosofi Petani Pancur Kasih Pontianak**

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### **Abstract**

This study aims to analyze the effect of incentives, motivation, and work discipline on employee performance at CU Filosofi Petani Pancur Kasih Pontianak. The instrument test used is the reliability test, validity test, statistical test (T-test, F test, and R2 test/coefficient of determination), and classical assumption test (multicollinearity test, heteroscedasticity test, and normality test). The number of samples was 37 people. This research is very important because it looks at the performance of CU Filosofi Petani Pancur Kasih employees in the last time bracket has decreased and this impact is certainly not good for the development of an organization, The data analysis method used in this study was multiple regression, All populations are 37 people and all of them (census) are sampled in this study to achieve a good level of precision. Partially, the incentive variable does not have a significant effect on the employee performance of CU Filosofi Petani Pancur Kasih Pontianak. However, motivation and discipline have a significant effect on the employee performance of CU Filosofi Petani Pancur Kasih Pontianak. Simultaneously, the Incentive (X1), Motivation (X2), and Discipline (X3) variables significantly influence the employee performance of CU Filosofi Petani Pancur Kasih Pontianak. Based on the analysis of the coefficient of determination, the employee performance of CU Filosofi Petani Pancur Kasih Pontianak can be concluded and explained by the variables of Incentives (X1), Motivation (X2), and Discipline (X3), while the other 52.4% are influenced or explained by other variables which are not discussed in this study.

**Keywords:** Incentives, Motivation, Discipline, Performance

### **INTRODUCTION**

Human resources are a very important asset for any organization or company. In order to develop human resources, the company should pay attention to the performance of its employees. Therefore, all companies need employees who are able to work and are accountable for the work they are assigned and for the company they work for. Companies need to manage their human resources as well as possible. Human Resource

Management considers that employees are the most valuable asset of the organization that needs to be properly managed.

The existence of human resources is very essential for companies to manage, organize, guide and utilize human resources so that they can be productive, effective and efficient in achieving the company's goals. Each company seeks to maximize its profitability and hopes that this development will enable it to compete with other

companies. The company's progress is influenced by internal and external environmental forces. The company must be able to carry out various activities in order to face and meet the demands and changes in the company's environment.

Given the significance of the role that human resources play within an organization, the company will always endeavor to enhance its human resources to contribute to the initiatives to improve work productivity in accomplishing the company's goals. In order to accomplish the objectives of the organization, good human resources are needed to be able to respond to all current issues. Employee performance is very necessary to improve organizational competitiveness; the better the performance of employees, the better the performance of the organization.

CU Filosofi Petani Pancur Kasih Pontianak is a financial organization operating in the savings and loans sector. Employees of CU Filosofi Petani Pancur Kasih Pontianak must be motivated or inspired in order for their performance to be able to bring value to the organization and be successful in human resource management in the face of fierce commercial rivalry. Employee stimulation or encouragement can be accomplished through a variety of incentive strategies, motivation, work discipline, a positive work atmosphere, acknowledging others, career growth, and effective human resources placement.

Incentives programs aim to balance above-average performance with its capabilities by connecting pay to performance. According to Hasibuan (2014:118), Additional services are given as incentives to some employees whose accomplishments are above average. Based on Haedar Muh's research. Ikbal and Gunair (2015) show that incentives partially have a significant effect on employee performance.

Based on research conducted by Widhawati (2018), incentives have a positive and significant effect on employee performance so that the third hypothesis in the study is accepted, with the test results obtained a Sig.t value of 0.007 with a beta coefficient value of 0.480. Sig value.  $t 0.007 < 0.05$  indicate that H0 is rejected and H3 is accepted,

this shows that with incentives, employees will continue to try to be better at work both for their own employees and for the company, considering the remuneration in the form of incentives provided by the company in accordance with the results and work achievements achieved, in line with this study, Hopefully the incentives provided by the Credit Union Filosofi Petani Pancur Kasih farmer are appropriate with policies and provide good contribution to the performance of its employees

Based on previous research conducted by Sudarso (2017) at the research site of SMK Mulia Buana Bogor, which tested the effect of incentives on teacher performance, based on the results of the analysis carried out and obtained the results of providing incentives were declared good enough can be seen from the teacher's response to the incentives provided by SMK Mulia Buana Bogor stated that they strongly agreed 31.09% plus those who answered agreed 38.94% with a total of 70.03%.

Work motivation can be said to be a driver or drive that can trigger a sense of enthusiasm and is also able to change individual behavior to lead to better things. Work motivation includes efforts to encourage or encourage employees to work. Motivation is a process that explains the intensity, direction, and perseverance of an individual to achieve his goals (Andayani & Tirtayasa, 2019). In line with this research, employees or activists at credit unions should have high motivation for the progress of their organization in a better direction, the motivation of good employees can come from themselves and from within the employees themselves.

Based on research conducted by Wahyudi (2019) with work motivation variables have a calculated t value greater than t table ( $4,535 > 2,009$ ). This means that work motivation is proven to have a positive effect on performance. With interpretation, if work motivation increases by 1 unit then performance will increase by 0.448. It can be interpreted that these findings have confirmed the theory that posits that work motivation is a driving force that can increase employee morale, which ultimately achieves performance. In other

words, motivation is an internal and external stimulus that triggers feelings of enthusiasm, passion, and positive thinking, which then affects the right and good way of working, in line with this research, employee motivation at the Credit Union Philosophy of Pancur Kasih Farmer must be built from within the employee himself where employees must encourage themselves to work better to achieve the goals they want to achieve.

In line with research conducted by Farisi et al. (2020) related to the influence of motivation on employee performance, a tcount value of 2.128 was obtained which was greater than the Ttabel value with a sig value of  $0.038 < \alpha 0.05$  from these results, it was concluded that  $H_0$  was rejected and  $H_a$  was accepted. This shows that motivation has a positive and significant influence on employee performance.

The compliance of organizational rules and regulations by members is crucial to an organization's ability to function. In other words, employees should apply work discipline since without it, the purpose of the organization will be challenging to accomplish.

According to Hasibuan (2013), In order to achieve goals, work discipline is a crucial component of human resource management because it is difficult to maintain the maximum level of discipline without it. If there is no discipline, employees will not generate any operations that are satisfactory.

Based on research conducted by Astria (2018) there is a positive and significant influence between work discipline on employee performance, with a positive correlation of 0.628 and a contribution of 39.4%. And the calculated t value is 6.145 with a probability significance t of 0.000, which means that if the work discipline carried out by employees increases, it will improve employee performance.

According to Hani Handoko (2014: 208), preventative and corrective disciplinary actions fall under one of two categories. In order to prevent misappropriation, preventive discipline is used to motivate employees to abide certain norms and regulations. The major objective is to promote self discipline among workers.

In this manner, the workers can preserve their self-discipline in addition to being required to manage. Corrective discipline is a measure used to deal with rule infringement and attempt to deter potential ones. Disciplinary action is the term for corrective measures, which frequently take the form of punishment. Discipline, for instance, can be a warning or suspension.

According to Miner in Edy Sutrisno (2014: 168), Performance refers to the manner in which a person behaves and functions while performing the responsibilities that have been given to him. Any guidelines on how someone should conduct themselves while carrying out their duties imply participation in the organization. Each organization, whether it be a government organization or a private one, must be driven by a group of individuals who actively participate as players in the institution's or organization's efforts to accomplish its objectives, concerned Prawirosentono, in Wibowo (2014: 171).

Only the behaviors of the players that make up the organization are capable of achieving its objectives. In this instance, individual performance and organizational performance are actually closely related. In other words, it is highly possible that if an employee does well, so will the organization. Employees will perform well if they have significant levels of skill, inspired to do their best, compensated in accordance with the contract, and also have higher expectations for the future.

Farisi et al.(2020) conducted research at PT. Perkebunan Nusantara V Kebun Tanah Putih Riau Province related to the influence of work discipline on performance and obtained a calculated value of 0.289 which is smaller than the value of table 2.000 with a sig value of  $0.773 > \alpha 0.05$  from these results it can be concluded that  $H_0$  is accepted and  $H_a$  is rejected showing that work discipline has a positive insignificant effect on employee performance. In contrast to research conducted by Ekhsan (2019), Motivation and Work Discipline jointly affect Employee Performance at PT. Syncrum Logistics. This shows that simultaneously work motivation and work discipline have a significant

effect on employee performance. So that the higher the motivation and the more conducive work discipline to employees, the higher the employee's performance.

Meanwhile, Cornick & Tiffinn in Wibowo (2014: 172), stated that performance is quality, quantity, and time used in carrying out tasks. Performance is the quality, quantity, and duration of work done. A quantity is a measurable outcome that can be obtained by an individual who has successfully accomplished his goals. Quality is the method in which an individual does their duties, specifically in terms of the frequency, rigidity, and accuracy. The organization's performance will determine whether the established organizational goals are achieved or otherwise. Employers or managers frequently ignore the issue until they are extremely severe or if something goes wrong.

After reviewing the aforementioned information, it can be concluded that performance refers to a systematic and structured system used to measure, assess, and evaluate the strengths and weaknesses of work, behavior, and results, including a person's absence.

Based on research conducted by Setyawati et al. (2018) on employees at Manggarai Station, South Jakarta with the results of the t test for the Work Discipline variable (X2) on Employee Performance (Y), namely the calculated value of  $3,799 > \text{table } 1.9813$  with a sig value (p-value) of

$1.1 < 0.05$ , so that it can be partially concluded that the variable of work discipline has a positive and significant effect on Employee Performance and receiving H2.

Thus, it can be interpreted that high discipline from employees and obey all existing regulations so that the implementation of work can be in accordance with a predetermined plan. Reinforced by the results of Jufrizen's research (2018) shows that work discipline has a positive and significant effect on employee performance. It is reaffirmed that employees have been able and aware of the importance of discipline in their activities in carrying out and achieving tasks that have been targeted by the company or institution.

This study focuses on incentives, motivation, work discipline and performance, this study looks at employee turnover that has occurred in the last few years, employee performance has decreased, this can be seen from the number of employee attendance which is increasing the number of permits, the number of absences due to illness is also increasing, and this happens to CU Filosofi Petani Pancur Kasih, Absenteeism can also be caused by less motivation from employees, decreased motivation can also be due to incentives provided by companies that are not appropriate, therefore this study was conducted in order to find out the truth of the problems that occur.

Based on the description above, the frame of mind can be seen in Figure 2.1.

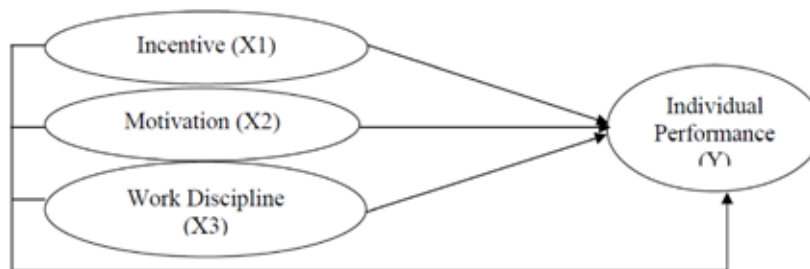


Figure 1. Frame of mind

Based on the aforementioned theoretical framework, the hypothesis of this study is as follows:

- H1: It is suspected that there is an influence of incentives on the performance of employees of CU Filosofi Petani Pancur Kasih Pontianak.
- H2: It is suspected that there is an influence of motivation on the performance of employees of CU Filosofi Petani Pancur Kasih Pontianak
- H3: It is suspected that there is an influence of work discipline on the performance of employees of cu Filosofi Petani Pancur Kasih Pontianak.
- H4: It is suspected that there is an influence of incentives, motivation and work discipline on the performance of employees of CU Filosofi Petani Pancur Kasih Pontianak simultaneously.

## METHODS

Incentives, motivation, and work discipline are investigated in this research as they relate to how well Credit Union Filosofi Petani Pancur Kasih Pontianak employees perform. The proposed strategy is a quantitative approach since the investigation is supported by data. This study explains the relationship between research variables. According to Sugiyono (2013) the causal research method is a research method to determine the influence of one or more independent variables on dependent variables, in this study to determine the influence of independent variables, namely incentives, motivation and work discipline on

bound variables, namely employee performance at the Credit Union Filosofi Petani Pancur Kasih Pontianak.

Data collection techniques in this study through, Observation, namely making direct observations / reviews of the objects studied, so that the data collected is more objective, Interviews by holding questions and answers to CU employees of the Pancur Kasih Farmer Philosophy to obtain the information needed and Documentary Studies data collected from reports or documents related to the object of study, The population in this study was all employees of CU Filosofi Petani Pancur Kasih which amounted to 37 people, from all existing populations as many as 37 people all (census) were sampled in this study in order to achieve a good level of precision.

The data analysis method used in this study was multiple regression. Multiple linear regression analysis is used to determine the effect of the independent variable on the dependent variable on the change of any increase or decrease in the independent variable that will affect the dependent variable.

## RESULTS

### Validity and Reliability Test

The SPSS for Windows version 18 output states that the analysis of the item is expressed as Corrected Item-Total Correlation and the critical limit for indicating valid items is normally 0.230. A value of Corrected Item-Total Correlation above 0.267 indicates a valid item.

This study used a measurement of respondent response consistency (internal consistency) with Cronbach's alpha coefficient.

**Table 1.** Reliability test results

<b>Variables</b>	<b>Alpha</b>	<b>Information</b>
Incentives (X1)	0,970	Reliabel
Motivation (X2)	0,975	Reliabel
Discipline (X3)	0,815	Reliabel
Performance (Y)	0,833	Reliabel

The conventional assumption test is required for multiple regression analysis. To fulfill the prerequisite requirement due to good regression, a test evaluating the presence or lack of breaches of classical assumptions will be undertaken initially. This conventional assumption test also includes the normality test and the autocorrelation test.

The Multicollinearity Test aims to determine whether there is a relationship between two independent variables. If the tolerance is high, the VIF is low, and vice versa for these two values of VIF and tolerance. The VIF number cannot be greater than 5 (five), and if it is, multicollinearity symptoms can be considered to occur. However,

if the VIF value is less than 5, multicollinearity symptoms are not present.

The tolerance value  $> 0.10$  with a VIF value of  $<10$ , which is a prerequisite for no multicollinearity, has been reached, hence it is clear from the table above that the regression model is suitable for use in this study.

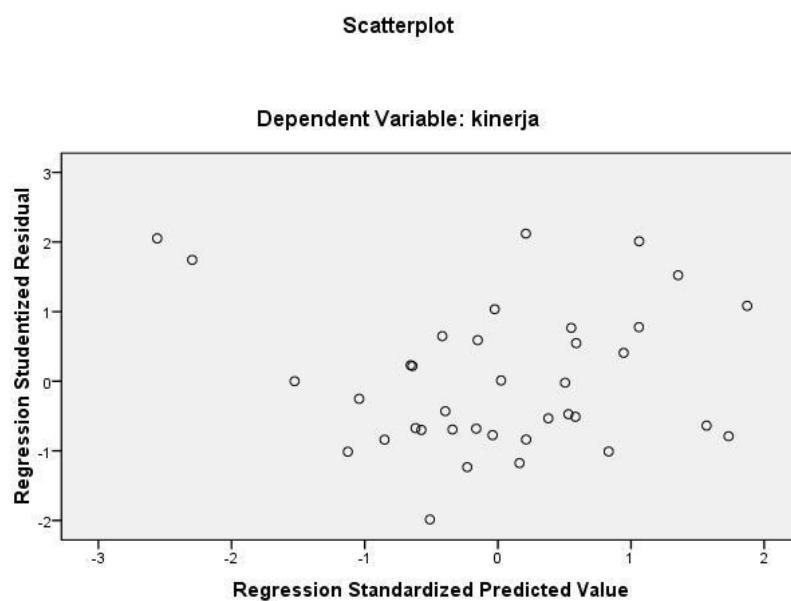
The heteroscedasticity test aims to evaluate the validity of the T-test and T-table values as well as efficiency in the sample. To find out the presence or absence of symptoms of heteroscedasticity then you can see the picture below:

**Table 2.** Multicollinearity test results

Model	Coefficients <sup>a</sup>					Collinearity Statistics	
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1 (Constant)	27.270	9.693		2.813	.008		
Incentive	.077	.070	.147	1.115	.273	.914	1.094
Motivation	.214	.068	.440	3.163	.003	.823	1.215
Discipline	.494	.213	.335	2.323	.026	.762	1.312

a. Dependent Variable: kinerja

Source: Processed Data Results 2023.



**Figure 2.** Heteroscedasticity test

The image above appears pattern less and irregular both above and below the number 0 (zero), so it can be concluded that the regression model used has no symptoms of heteroscedasticity.

The Normality test was performed by using the P-P Plot chart. When the data produces dots that spread close to the diagonal line, it is considered normal. The distribution of points close to the diagonal line indicates a normal graph pattern in the results of linear regression analysis with normal graphs P-P plot versus residual error regression models.

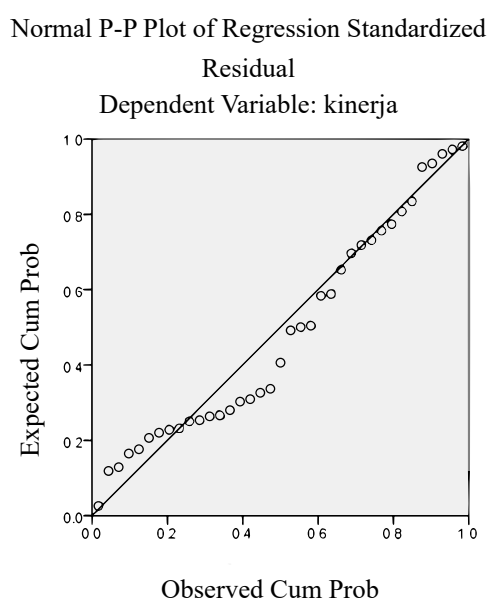


Figure 3. Normality test

### Normal Graph

The plot above illustrates the comparison between the cumulative distribution of the actual data and the cumulative distribution of the data from the normal distribution. The points depicted in the normal graph of the plot above spread around the diagonal line following the direction of the diagonal line, so it can be concluded that the regression model used meets the assumption of normality.

### Regression Analysis

The quantitative analysis using inferential statistical methods submitted for evaluating the hypothesis will be shown in the following section. To provide a general overview of the discussion of elements that have a theoretical relationship and combined with the status of the research results, descriptive analysis will be performed in addition to quantitative analysis.

Based on the data in Table 4, a model of multiple linear regression equations can be formulated as follows:

From Table 4.13. above, the regression equation is obtained as follows:  $Y = 27,270 + 0,077 X_1 + 0,214 X_2 + 0,494 X_3$

From the equation can be described as follows: Constanta = 27,270.

Table 3. Regression analysis

Model	Coefficients <sup>a</sup>					Collinearity Statistics	
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1 (Constant)	27.270	9.693		2.813	.008		
Incentive	.077	.070	.147	1.115	.273	.914	1.094
Motivation	.214	.068	.440	3.163	.003	.823	1.215
Discipline	.494	.213	.335	2.323	.026	.762	1.312

a. Dependent Variable: Performance  
Source: Processed Data Results 2023.

This shows the constant level, where if the variables of incentive (X1), motivation (X2) and discipline (X3) are 0, then the employee performance (Y) CU Filosofi Petani Pancur Kasih Pontianak is 27,270 Coefficients b1 (X1) = 0,077. This shows that the incentive variable (X1) positively affects employee performance (Y) CU Filosofi Petani Pancur Kasih Pontianak, or in other words, if the incentive variable is increased by 1 unit, then employee performance will increase by 0.077 assuming other variables remain.

This result is in line with research conducted by Andini Susi, Handayani and Kurniawan DP (2021) which incentives affect employee performance by 0.198 or have a positive effect, which means that if the variable of providing incentives increases, it affects employee performance and will increase by 0.198. Coefficients b2 (X2) = 0,214. This shows that the motivation variable (X2) positively affects employee performance (Y) CU Filosofi Petani Pancur Kasih Pontianak, or in other words, if the motivation variable is increased by 1 unit, then employee performance will increase by 1.214 assuming other variables remain.

In line with research conducted by Prayogi and Nursidin (2018) Motivation has a positive effect on Employee Performance with  $t$  count  $>$   $t$  table ( $2.717 > 2.00$ ). Statistically, variable X2 (Motivation) is influenced by variable Y (Employee Performance), or the hypothesis is accepted. Coefficients b3 (X3) = 0,494. This shows that the discipline variable (X3) positively affects the performance of employees (Y) CU Filosofi Petani Pancur Kasih Pontianak, or in other words, if the discipline variable is increased by 1 unit, then employee performance will increase by 0.494 assuming other variables remain, reinforced by research conducted by Ayu & Sinaula (2018) with results showing that if the higher the work discipline owned by employees, the employee performance will increase by 0.763.

**Test the Regression Hypothesis Simultaneously (F Test)**

This test is used to determine how significantly independent variables affect dependent variables either individually or jointly. With statistical t-tests for each of the free variables, these tests are carried out in part or individually.

**Table 4.** Partial test analysis

		<b>Coefficients<sup>a</sup></b>				
		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>		
<b>Model</b>		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
1	(Constant)	27.270	9.693		2.813	.008
	Incentive	.077	.070	.147	1.115	.273
	Motivation	.214	.068	.440	3.163	.003
	Discipline	.494	.213	.335	2.323	.026

a. Dependent Variable: working

Source: Processed Data Results 2023.



## DISCUSSION

Incentive Variables (X1) partially, the Incentive Variable has a calculated the t value of 1.115 which is smaller than the table t  $\alpha$  0.05 which is  $1.115 < 1.692$ . Therefore, it can be concluded that the Incentive Variable partially has no real effect on the performance of employees of CU Filosofi Petani Pancur Kasih Pontianak. Motivational Variables (X2) Partially the Motivation Variable has a calculated t value of 3.163 which is greater than the t of the table  $\alpha$  0.05 which is  $3.163 > 1.692$ . So, it can be concluded that variable of Motivation partially has a real effect on the performance of employees of CU Filosofi Petani Pancur Kasih Pontianak. Discipline Variables (X3) Partially the Discipline Variable has a calculated t value of 2.323 which is greater than the table t  $\alpha$  0.05 which is  $2.323 > 1.692$ . Therefore, it can be concluded that the Discipline Variable partially has a real effect on the performance of employees of CU Filosofi Petani Pancur Kasih Pontianak.

From the test results, incentives have no real effect on the performance of CU employees The

philosophy of farmers Pancur Kasih Pontianak, this is due to the number of incentives received by employees has not provided a stimulus that makes employee motivation increase, other things the number of incentives given has not met the wishes of employees. for variables Motivation partially has a real effect on employee performance, this is because the motivation provided by leaders and fellow employees has an impact on employee performance, employees who have high morale due to influence between employees. And the Discipline Variable partially has a real effect on employee performance, this is because the more diligent the employee, the results obtained personally will be better and contribute a lot to the development of the company.

### Simultaneous test

This simultaneous test is by comparing the calculated F value with the table F value at a significant level of 0.05. The F value of table 0.05 is obtained by taking into account the magnitude of the degree of freedom (df) or  $(k - 1)$  and  $(n - k)$  values, where k is the number of variables and n is the number of samples.

**Table 5.** Analisis of variance

#### ANOVA<sup>b</sup>

	<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	723.323	3	241.108	9.974	.000 <sup>a</sup>
	Residual	797.704	33	24.173		
	Total	1521.027	36			

a. Predictors: (Constant), disiplin, insentif, motivasi

b. Dependent Variable: Performance

Source: Processed Data Results 2023.

In the table above, it is known that simultaneously the calculated F value of 9.974 at a significant level of 0.000 and because the probability level of 0.000a is much smaller than 0.05, this regression model can be used to predict the factors that affect the performance of employees at CU Filosofi Petani Pancur Kasih Pontianak.

Based on table F distribution it can be seen that the F value of table 0.05 in (3) (33) is 2.89. The results of the regression analysis showed that the calculated F value was 9.974. Therefore, if compared, the F value is calculated  $>$  the table F value, which is  $9.974 > 2.89$ , so it can be concluded that the performance of employees of CU Filosofi Petani Pancur Kasih Pontianak is significantly influenced by the variables Incentive (X1), Motivation (X2) and Discipline (X3).

**Coefficient of Determination (R<sup>2</sup>)**

Analysis of the coefficient of determination (R<sup>2</sup>) is used to determine how much percentage (%) of the overall influence of the independent variables used (X1, X2, X3) on the dependent variable (Y). This test was carried out by looking at R<sup>2</sup> on the results of the analysis of the regression equation obtained. If the coefficient number is accepted (R<sup>2</sup>) closer to 1, it means that the regression model used is getting more and more appropriate as an estimator model for the dependent variable (Y).

R Square of 0.476 means that 47.6% of the employee performance variables of CU Filosofi Petani Pancur Kasih Pontianak can be explained by the variables Incentive (X1), Motivation (X2) and Discipline (X3). While the other 52.4% were influenced or explained by other variables that were not discussed in this study.

**CONCLUSION**

The following are some conclusions that can be concluded from the studies and discussions presented in the previous chapter: Partially, the Incentive Variable does not have a significant effect on the performance of employees of CU Filosofi Petani Pancur Kasih Pontianak as evidenced by the sig value. of  $0.273 > \alpha (0.05)$  and a calculated t value of  $1.115 < t$  of 1.692. Partially, the Motivation variable has a significant effect on the performance of CU employees of the Philosophy of Pancur Kasih Pontianak Farmers as evidenced by the sig value. of  $0.003 < \alpha (0.05)$  and a calculated t value of  $3.163 > t$  table of 1.692. Partially, the Discipline variable has a significant effect on the performance of employees of CU Filosofi Petani Pancur Kasih Pontianak as evidenced by the sig value. of  $0.026 < \alpha (0.05)$  and a calculated t value of  $2.323 > t$  table of 1.692. Simultaneously, the performance of the work of CU Philosophy of Farmers Pancur Kasih Pontianak is significantly influenced by the variables Incentive (X1), Motivation (X2) and

**Table 6.** Koefisien determinasi R<sup>2</sup>

**Model Summary<sup>b</sup>**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.690 <sup>a</sup>	.476	.428	4.91659

a. Predictors: (Constant), Discipline, Incentives, Motivation

b. Dependent Variable: Performance

Source: Processed Data Results 2023.

Discipline (X3).

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