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The Effect Of Incentives, Work Discipline, Organizational Culture And Work Ability On Employee Performance In PT BRI Unit Agus Salim Rantauprapat

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ABSTRACT

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Purpose – The purpose of this study is to determine and examine the influence of incentives, work discipline, organizational culture, and work ability on employee performance at PT. Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit. **Design/methodology/approach** – A research method is a systematic step used by researchers in conducting research to obtain valid and accountable data. This type of research is quantitative. The sample size was 32 respondents. A questionnaire was used as a research technique to collect data, supported by literature review and observation. Multiple linear regression analysis and hypothesis testing (partial coefficient, simultaneous, and determination tests) were used in the data analysis process, which was conducted using SPSS software. **Research limitations/implications** – The results show that partially and simultaneously, incentives, work discipline, organizational culture, and work ability have a positive and significant effect on employee performance at PT. Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit.

INTRODUCTION

Employee performance is a key pillar that determines the success or failure of an organization in achieving its strategic vision (Doan et al., 2022). Highly productive or high-performing employees not only contribute to achieving short-term targets but also constitute a vital organizational and competitive asset that is difficult for competitors to imitate (Zwayyed, 2025) According to a Harvard Business Review report, consistently productive employees can be a key indicator of management efficiency and organizational governance, and high performance standards will significantly impact the company's development (Haddadi & Yaghoobi, 2021).

The importance of understanding the dynamics of employee performance is the right step for management because it is a smart investment in the future because the company has responsibility for the role of employee performance. However, the reality is that many organizations face serious challenges in the form of decreased productivity caused by internal and external factors (Hariyani et al., 2024). A common internal factor affecting employee performance in banking organizations according to (Sesay, 2025) is an incentive system is very important to increase employee motivation and employee work engagement while ensuring job continuity. Incentives according to (Kartikaningrum, 2024) are a means of motivation in the form of material given as a deliberate encouragement to workers to increase enthusiasm in increasing work productivity.

Another factor influencing employee performance in modern organizations is work discipline. In the context of Human Resource Management (HRM), performance without the support of work discipline will become a structural problem that can hinder organizational achievement. (Zaeni et al., 2023). The definition of discipline etymologically comes from the English word "disciple," meaning a follower or supporter of teachings. Discipline is a specific condition in which members of an organization accept existing rules with joy (Razak et al., 2018). In general, discipline can be defined as a condition in which all human resources within the organization are controlled and comply with applicable regulations. This perspective explains that employee performance without work discipline will be difficult to achieve.

A professional organization must possess strong characteristics, not just as a gathering place for workers, but as an entity with a strong work ethic and high standards, reflecting a strong organizational culture (Victoria et al., 2021). In Human Resource Management, a strong organizational culture is described as an organization with a system of shared values, norms, and beliefs that are deeply understood and consistently implemented. According to (Warrick, 2017), the available definition for culture is formally defined as the dominant beliefs, values, attitudes, behaviors, and practices that are unique to a group or organization. Therefore, organizational culture in large-scale companies is generally formed since the company was founded and developed.

Another factor that influences employee performance within a company is work ability. In every company's operations, the work ability of each employee is an important guarantee that work productivity or performance can support each other. According to (Magnavita et al., 2025), work ability is a worker's ability to carry out the work assigned to him, and this depends on the balance between job demands and professional skills as well as the worker's physical and mental condition. The variable of work ability can influence employee performance because work ability in an organization includes behavioral and mental aspects that align with company goals (Martinez & Fischer, 2019).

PT Bank Rakyat Indonesia (BRI) is one of the largest state-owned banking subsidiaries in Indonesia, tasked with providing wholehearted service to anyone, including institutions, private companies, and the public as customers. In addition, BRI is a state-owned bank that has implemented strict and integrated Good Corporate Governance (GCG) standards in its management and governance to support sustainable growth. Therefore, as a large bank, PT Bank Rakyat Indonesia (BRI) Simpang Enam Rantauaprat certainly faces obstacles in its operations. From field observations, PT. Bank Rakyat Indonesia (BRI) Agus Salim Rantauaprat Unit is required to maintain the quality of service to customers while achieving predetermined business targets. One of the main factors that determine employee performance is the provision of adequate incentives, work discipline factors, organizational culture, and work capabilities.

The problem phenomenon being investigated found that at BRI Agus Salim Rantauaprat Unit, there were still variations in employee performance suspected to be influenced by differences in incentives, work discipline levels, organizational culture characteristics, and individual work abilities. This makes it interesting to investigate further to determine the extent to which each of these factors influences employee performance. The phenomenon found from each independent variable is that several employees have not achieved the established performance targets, both in terms of credit distribution, fund collection, and customer service. This factor raises the question of whether the incentives

provided are sufficient to encourage work motivation or are still general in nature without considering specific individual achievements.

The phenomenon of work discipline is the discovery of differences in discipline, such as late arrival, lack of punctuality in completing work, and lack of compliance with operational SOPs. This phenomenon indicates that not all employees have a high level of discipline, which likely impacts their daily and cumulative performance. The phenomenon of organizational culture is that BRI has corporate cultural values such as integrity, professionalism, and service orientation, the implementation of which has not been fully evenly distributed in the Agus Salim Unit. There is a tendency that some employees have not shown a teamwork spirit or loyalty to organizational values, which can affect collective morale and work results. And furthermore, the phenomenon of work ability is the difference in technical skills, product understanding, and communication skills are also seen among employees. Some employees show excellent performance due to their high Work Ability, while others appear to still need further incentives. This indicates that individual work ability is very important in achieving performance targets.

LITERATURE REVIEW AND DEVELOPMENT HYPOTHESES

Employee performance

According to (Kushariyadi et al., 2025) stated that performance is the level of achievement of results for the implementation of certain tasks. Employee performance as a result produced from a particular job function or activity in a job during a certain period of time, which can show the quality and quantity of the work (Kartikaningrum, 2024) . In addition, performance as a result of work achievements or work results of an employee based on the quantity and quality to be achieved in carrying out their functions in accordance with responsibilities. According to (Setyawati et al., 2025) performance indicators are Quality of how good the work results are, in terms of accuracy and precision, Quantity of the number of outputs produced in a certain period, Timeliness the ability to complete work according to the specified deadline, Effectiveness the extent to which organizational resources are used optimally and Independence the ability to complete tasks without direct supervision.

Incentive

According to (Vlas et al., 2024), incentives are additional income given to high-performing employees beyond their fixed salary. Incentives aim to motivate employees to work harder and more productively to achieve company targets. (Iwasaki et al., 2025) state that incentives are a form of direct appreciation given for someone's work results that exceed predetermined standards or targets. Incentives can be financial (bonuses, commissions, allowances) or non-financial (awards, promotions, vacations, etc.). According to (Torre & Berbegal-mirabent, 2022), incentives are a form of Organizational Culture that is variable and is given as a reward for work achievements or performance above standards. Incentives are designed to motivate employees to work more productively and are results-oriented. Incentive indicators according to (Hidayati et al., 2025) include: Fairness, Appropriateness, Consistency, Transparency, and Linkage to Performance.

Work Discipline

According to (Adelia, Masruri Masruri, 2025) work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving

company/organizational goals. Siregar and Gistituati (2024) argue that discipline is a person's awareness and willingness to obey all agency regulations and applicable social norms. According to (Ningsih & Fauziah, 2025) basically there are many indicators that influence the level of employee discipline in an organization. Some indicators of discipline are the level of attendance, work procedures, obedience to superiors, work awareness, and responsibility (Dehotman, 2023) .

Organizational culture

culture is the values, norms, beliefs, and habits shared by members of an organization, which influence their behavior and the way they work. According to (Gumanti, 2023) organizational culture is a basic pattern of assumptions discovered, developed, and learned by a group in facing external and internal problems, which are successfully accepted as the correct way to solve these problems. (José & Palma-moreira, 2025) defines organizational culture as a system of shared meaning held by members of an organization that distinguishes the organization from other organizations. Organizational culture is reflected in the values adopted, symbols, rituals, and stories that develop within the organization. Organizational Culture Indicators According to (Nguyen & Watanabe, 2017) there are three main levels that are indicators of organizational culture formation, namely: Artifacts, Recognized Values and Basic Assumptions.

Work Ability

Work capability is an individual's capacity to carry out work-related tasks effectively and efficiently (Filipa, 2011). According to (Muchtamim, 2021), work capability encompasses aspects of knowledge, skills, and attitudes possessed by an employee in completing their tasks. According to (Bisenio, 2015), work capability also involves physical and mental abilities that support optimal performance, as well as the ability to adapt to changes in work discipline. Work capability indicators that are the main indicators for assessing an employee's capabilities are: knowledge, skills, attitudes, experience, and physical and mental abilities. (Hlavac & Hlavac, 2023).

Conceptual Framework

A conceptual model of how theory relates to factors which have been identified as important issues.

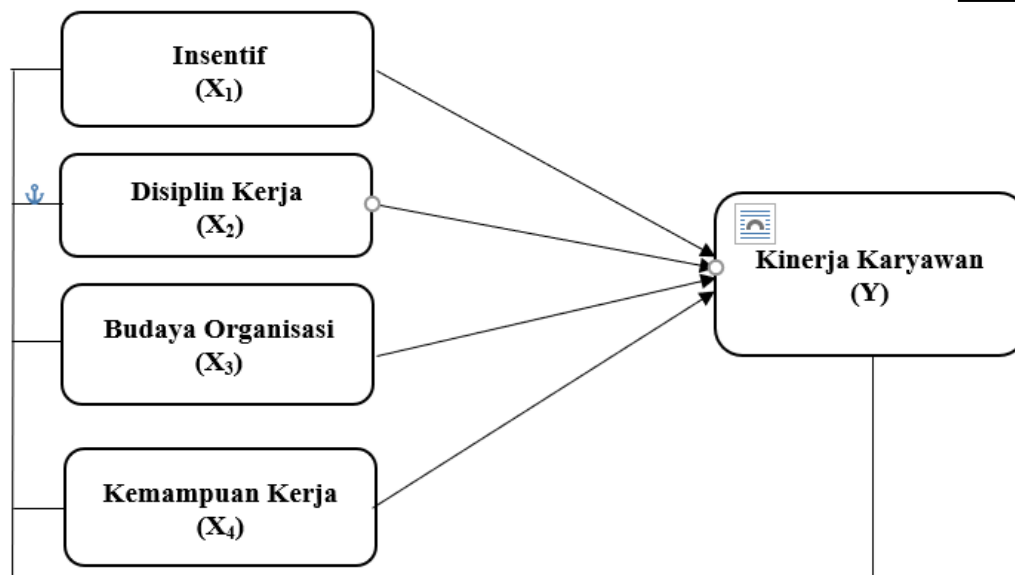


Figure 1. Conceptual Framework

Hypothesis

Syahputri et al., (2023) explains that a hypothesis is a temporary answer. to the formulation of research problems, therefore the formulation of research problems usually arranged in the form of a statement. Based on the research title This, so hypothesis in study This is:

- H₁: Incentives have a positive and significant effect on the performance of employees of Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit
- H₂: Work discipline has a positive and significant effect on the performance of employees of Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit
- H₃: Organizational culture has a positive and significant influence on the performance of employees of Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit
- H₄: Work ability has a positive and significant effect on the performance of employees of Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit
- H₅: Incentives , work discipline, organizational culture and work ability jointly have a positive and significant influence on the performance of employees of Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit.

RESEARCH METHODOLOGY

According to Sugiyono (2017), a research method is a scientific way to obtain data for a specific purpose and use. A research method is a systematic step used by researchers in conducting research to obtain valid and accountable data. This type of research is quantitative, the location of this research is Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit. The population in this study was 32 employees of Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit. Since the number of employees of Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit is 32 people, all employees of Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit were taken as research objects. The data collection techniques used in the study were observation, documentation and questionnaires using a Likert scale. In this study, a test was used. assumptions classic Which includes: Test normality data, test heteroscedasticity And test multicollinearity. Analysis regression linear multiple tested with

use test partial (t), simultaneous (F) And coefficient determination. Hypothesis testing is applied using *resampling techniques An improved bootstrap from Geisser and Stone*. The test statistic used is the t-statistic or t-test (t- count > 1.96) and the P-value (probability) must be < 0.05. To conclude whether the hypothesis is accepted or rejected, the p-value is used. value at significance $\alpha = 5\%$ or 0.05. If the p- value < 0.05 then H_0 is rejected, meaning there is influence. Conversely, if the p- value > 0.05 then H_0 accepted means no There is influence.

RESULTS AND DISCUSSION

Results

Validity Test

The process of evaluating a research instrument's ability to measure what it is intended to measure is known as validity testing, which ensures that the collected data accurately represents the variables being studied (Ghozali, 2019). The following table provides an overview of the test results :

Table 1. Validity Test Results

Variables	Statement	R count	R Table	Information
Incentive (X_1)	$X_{1.1}$	0.884	0.3610	Valid
	$X_{1.2}$	0.772	0.3610	Valid
	$X_{1.3}$	0.889	0.3610	Valid
	$X_{1.4}$	0.893	0.3610	Valid
	$X_{1.5}$	0.858	0.3610	Valid
Work Discipline (X_2)	$X_{2.1}$	0.796	0.3610	Valid
	$X_{2.2}$	0.705	0.3610	Valid
	$X_{2.3}$	0.806	0.3610	Valid
	$X_{2.4}$	0.647	0.3610	Valid
	$X_{2.5}$	0.784	0.3610	Valid
Organizational culture (X_3)	$X_{3.1}$	0.767	0.3610	Valid
	$X_{3.2}$	0.544	0.3610	Valid
	$X_{3.3}$	0.779	0.3610	Valid
Work Ability (X_4)	$X_{4.1}$	0.895	0.3610	Valid
	$X_{4.2}$	0.836	0.3610	Valid
	$X_{4.3}$	0.834	0.3610	Valid
	$X_{4.4}$	0.732	0.3610	Valid
	$X_{4.5}$	0.741	0.3610	Valid
Employee performance (Y)	Y.1	0.849	0.3610	Valid
	Y.2	0.864	0.3610	Valid
	Y.3	0.789	0.3610	Valid
	Y.4	0.862	0.3610	Valid
	Y.5	0.823	0.3610	Valid

Source: Results Study, 2025

All statement items from the variables of incentives, work discipline, organizational culture, work ability, and employee performance have calculated r values higher than the table r of 0.3610, according to the validity test findings in the table above. This indicates that each question in this research tool is considered valid because it can measure things that according to its theoretical architecture should be measured. Thus, all elements can be used in future analysis procedures.

Reliability Test

Reliability testing is a technique used to assess how well a research tool can provide stable and consistent findings when used repeatedly in the same situation, according to Ghazali (2019). Based on the Cronbach's Alpha value, reliability testing is usually carried out on questionnaires in the context of quantitative research to ensure that there is a high level of internal consistency in each investigation. If the Cronbach's Alpha value of a measuring instrument is greater than 0.70, the tool is considered reliable, indicating that the measuring instrument is reliable and suitable for use in collecting research data.

Table 2. Reliability Test Results

Variables	Cronbach Alpha	Value Measurement Criteria
Incentive (X_1)	0.843	0.7
Work Discipline (X_2)	0.861	0.7
Organizational Culture (X_2)	0.848	0.7
Work Ability (X_2)	0.869	0.7
Employee Performance (Y)	0.871	0.7

Source: Research Results, 2025

Based on the reliability test results, all measuring instruments were deemed reliable. The research variables of incentives, work discipline, organizational culture, work ability, and employee performance all had Cronbach's Alpha values greater than 0.7. These findings indicate that each questionnaire item has a very high level of internal consistency and is reliable in assessing the variables studied. Therefore, the data collected from this instrument is useful for further research.

Classical Assumption Test

Normality Test

Determining whether the data in a variable or residual in a regression model has a normal distribution is done statistically using a method known as the normality test. This test is important in statistical analysis because many inferential analysis methods, such as linear regression and other parametric tests, require that the data be normally distributed.

Table 3. Results Normality Test Data
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		32
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	1.20134169

Most Extreme Differences	Absolute		.090
	Positive		.088
	Negative		-.090
Test Statistics			.090
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		.722
	99% Confidence Interval	Lower Bound	.710
		Upper Bound	.733

- a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 1314643744.
Source: Research Results, 2025

Based on the test results for all variables, the data normality test yielded a probability value of 0.200 based on the standard value, which is 0.05. Thus, the results of this study's normality test are regularly distributed.

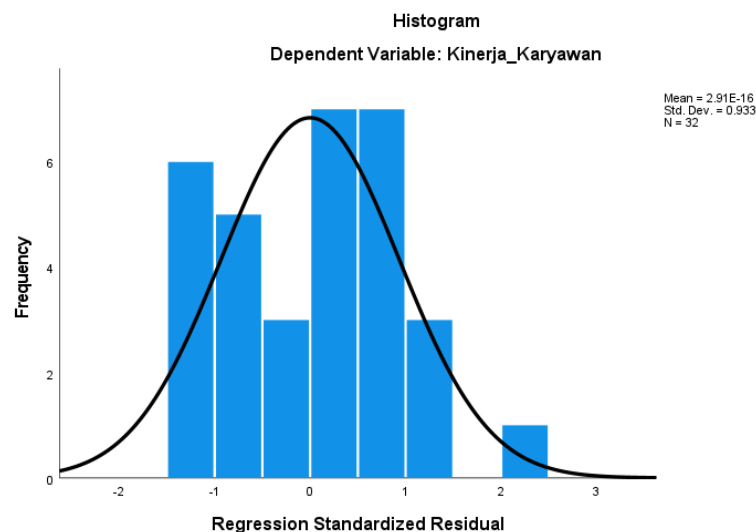


Figure 2. Results Test Normality Histogram

Source: Research Results, 2025

This is evident from the findings of the normality test shown in the histogram graph, which shows that the data distribution is bell-shaped or a normal curve (bell-shaped curve). This indicates that the data frequency decreases steadily towards both extremes, with the data distributed symmetrically around the mean. The histogram's shape, which approximates a normal distribution, indicates that the data meets the assumption of normality and is therefore worthy of further examination using parametric statistical techniques that require a normal distribution.

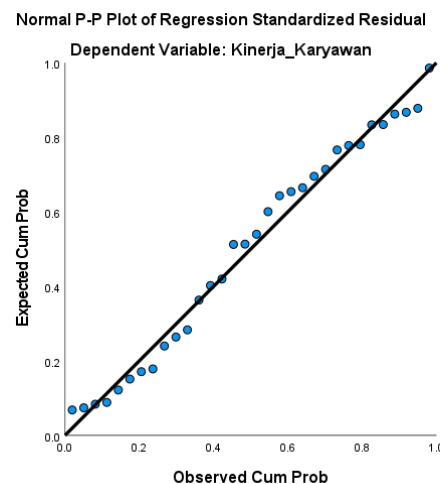


Figure 3. Results Test Normality PP Plot

Source: Research Results, 2025

The data tend to follow a diagonal line, indicating a normal distribution, according to the findings of the normality test based on the PP plot graph. The distribution of the residual data is increasingly approaching a normal distribution, as seen from the points on the PP plot graph that are scattered around the diagonal line. The likelihood that the residual data is regularly distributed increases with the proximity of the points to the diagonal line. Thus, it can be concluded from the visual findings of the PP plot graph that the data meets the premise of normality and is worthy of further statistical examination.

Test Multicollinearity

Multicollinearity testing, part of multiple linear regression analysis, looks for strong linear correlations between independent variables in a research model. When independent variables significantly influence each other, multicollinearity can cause regression coefficient estimates to be unstable and difficult to interpret. When the tolerance exceeds 0.1 and the VIF is less than 10, multicollinearity is not present. Based on SPSS for Windows, the test results are shown below .

Table 4. Multicollinearity Test Results
Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	-5,084	2,446		-2,078	.047		
Incentive	.277	.116	.297	2,397	.024	.415	2,412
Work Discipline	.456	.203	.228	2,246	.033	.620	1,612
Organizational culture	.676	.173	.374	3,908	.001	.694	1,441
Work Ability	.362	.117	.332	3,091	.005	.551	1,815

a. Dependent Variable: Employee Performance

Source: Research Results, 2025

The tolerance value for the Incentive variable is 0.415, Work Discipline 0.620, Organizational Culture 0.694, and Work Ability 0.551, all of which are above 0.10, according to the results of the multicollinearity test shown in the table. In contrast, the VIF value of the Incentive variable is 2.412 , Work Discipline 1.612 , Organizational Culture 1.441 , and Work

Ability 1.815 , all of which are below 10. The absence of multicollinearity between the independent variables indicates that the regression model meets the assumption of multicollinearity and is worthy of further study.

Test Heteroscedasticity

Regression analysis uses the heteroscedasticity test to determine whether the regression model being examined shows inequality in residual variance (error).

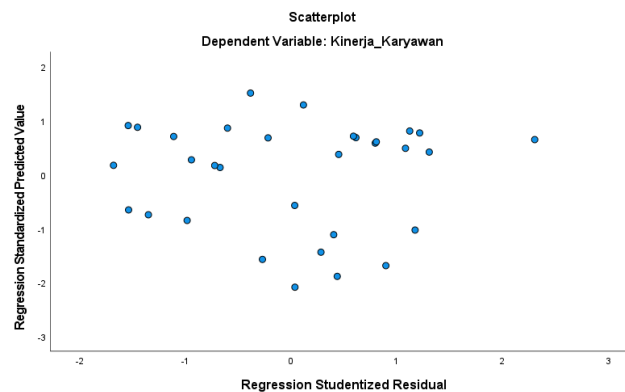


Figure 4. Scatterplot of Heteroscedasticity Test

Source: Research Results, 2025

A scatterplot between the residual values and the predicted values of the regression model, or adjusted values, displays the findings of the heteroscedasticity test. If the scatterplot displays a uniformly distributed random pattern without any systematic pattern, then the regression model meets the requirements for homoscedasticity, or there is no heteroscedasticity problem.

Regression linear multiple

A statistical technique called the relationship between one dependent variable and two or more independent variables is examined using multiple linear regression tests, to assess how well the independent factors explain the variation in the dependent variable, the dependent variable is calculated as a linear function of the current independent factors.

Table 5. Multiple Linear Regression Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-5,084	2,446		-2,078	.047
Incentive	.277	.116	.297	2,397	.024
Work Discipline	.456	.203	.228	2,246	.033
Organizational culture	.676	.173	.374	3,908	.001
Work Ability	.362	.117	.332	3,091	.005

a. Dependent Variable: Employee Performance

Source: Research Results, 2025

The multiple linear regression equation formed from the output results is:

$$Y = - 5.084 + 0.277X_1 + 0.456X_2 + 0.676X_3 + 0.362X_4$$

1. Constant (- 5.084) : If the variables incentive, work discipline, organizational culture, work ability have a value of zero, then the employee performance value is estimated at - 5.084.
2. Employee performance will increase by 0.277 for every one unit increase in incentive (B = 0.277), assuming all other factors remain the same.
3. Employee performance will increase by 0.456 for every one unit increase in work discipline (B = 0.456), assuming all other factors remain the same.
4. Employee performance will increase by 0.676 for every one unit increase in organizational culture (B = 0.676), assuming all other factors remain the same.
5. Employee performance will increase by 0.362 for every one unit increase in work ability (B = 0.362), assuming all other factors remain the same.

Partial test (t-test)

To determine whether the independent variable significantly influences the dependent variable in linear regression, a t-test is used. The t-test values obtained from the test results using SPSS Version 27.00 are as follows:

**Table 6. t-Test (Partial)
Coefficients ^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-5,084	2,446		-2,078	.047
Incentive	.277	.116	.297	2,397	.024
Work Discipline	.456	.203	.228	2,246	.033
Organizational culture	.676	.173	.374	3,908	.001
Work Ability	.362	.117	.332	3,091	.005

a. Dependent Variable: Employee Performance

Source: Research Results, 2025

The results of the partial test (t-test) in multiple linear regression analysis produced a t-table value of 2.052 at a significance level of 0.05 with a sample size of 32 respondents and the formula $df = nk - 1 = 32 - 4 - 1 = 27$, thus the degree of freedom (df) is 27.

1. The results of the analysis show that with a calculated t value of 2.397 and a significance value < 0.024 , the Incentive variable is greater than the t table ($2.397 > 2.052$) and less than 0.05. This indicates that Employee Performance is influenced by Incentives.
2. The Work Discipline variable obtained a t-value of 2.246 and a significance value of 0.033. The t-value $>$ t-table ($2.246 > 2.052$) and significance $<$ 0.05, thus supporting the conclusion that corporate climate has a significant effect on Employee Performance.
3. The results of the analysis show that, with a calculated t value of 3.908 and a significance value of less than 0.001, the Organizational Culture variable is greater than the t table ($3.908 > 2.052$) and less than 0.05. This shows how Organizational Culture affects Employee Performance.
4. The calculated t-value of 3.091 and a significance value of 0.005 were obtained from the Work Ability variable. The conclusion is that Work Ability has a significant influence on Employee Performance, partly because the significance level is less than 0.05 and the t-value is greater than the t-table ($3.091 > 2.052$).

Simultaneous Test (F Test)

The simultaneous F-test is a statistical test used to assess whether a regression model is sufficient to explain the variability of a dependent variable. The null hypothesis, which states there is no relationship between the independent factor and the dependent variable because all the regression coefficients of the independent variables in the regression model are zero, is assessed using the F-test. The following are the ANOVA values for the F-test obtained from the SPSS test results:

Table 7. F Test (Simultaneous)
ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	215,229	4	53,807	32,472	.000 ^b
	Residual	44,740	27	1,657		
	Total	259,969	31			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Ability, Organizational Culture, Work Discipline, Incentives

Source: Research Results, 2025

With a significance value of less than 0.000, the calculated F value is 32.472 based on the results of the simultaneous ANOVA table test (F test). This result is inversely proportional to the F table of 2.714 with degrees of freedom ($df_1 = 4$, $df_4 = 32 - 4 = 28$) at a significance level of 5%. Because the significance value is less than 0.05 and the estimated F value (32.472) is higher than the F table (2.714), the regression model built can be considered significant simultaneously. Therefore, Incentives, Work Discipline, Organizational Culture, Work Ability simultaneously can influence Employee Performance.

Coefficient determination (R^2)

The R test, often known as the correlation coefficient (R), is a statistic used in regression models to evaluate the direction and magnitude of a linear relationship between independent and dependent variables. A strong negative relationship is indicated by a score close to -1, while a strong positive relationship is indicated by a score close to 1. A number between -1 and 1 indicates the R value. When the R value is close to 0, there is no linear relationship between the variables. Because a higher R value indicates a more successful model, the R test is often used to evaluate the capacity of a regression model to explain variance in the dependent variable.

Table 8. R Square Test Results
Model Summary ^b

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.910 ^a	.828	.802	1,287

a. Predictors: (Constant), Work Ability, Organizational Culture, Work Discipline, Incentives

b. Dependent Variable: Employee Performance

Source: Research Results, 2025

The coefficient of determination (R Square), as determined by the analysis findings in the model summary table, is 0.828. This indicates that Incentives, Work Discipline, Organizational Culture, and Work Ability, the independent variables, account for 82.8% of the variation in the Employee Performance variable. However, factors outside the scope of this study model account for the remaining 17.2%.

Discussion

The Effect of Incentives on Employee Performance

Employees stated that financial incentives have a direct impact on work motivation, especially in routine and physical work such as in workshops. However, non-financial incentives are also considered important in the long term because they increase a sense of ownership and loyalty to the company. With the right incentives, employees are encouraged to be more productive, disciplined, and responsible in their work, which ultimately has a positive impact on business sustainability. The findings of this study are consistent with previous research by (Alkandi et al., 2023), which explained that they analyzed employee performance and the role of incentives in this dynamic relationship. Most previous studies indicate that organizations rely significantly on reward systems to retain and motivate employees and achieve high levels of performance.

The Influence of Work Discipline on Employee Performance

Work discipline is a crucial factor in human resource management, influencing the effectiveness and efficiency of work across various sectors, including service companies such as workshops. Good work discipline reflects employees' sense of responsibility and professionalism, ultimately leading to increased individual and team productivity. Work discipline has been shown to significantly impact employee performance. Employees with high levels of discipline tend to be more productive, responsible, and consistently demonstrate good performance. Therefore, companies need to create a work environment that fosters discipline through clear rules, consistent supervision, and rewards for positive work behavior. The findings of this study align with previous research (Edy Slamet Kelibulin, Sukri Palutturi, Muhammad Alwy Arifin, Indar & Stang, 2020) that explains how work discipline affects employee performance.

The Influence of Organizational Culture on Employee Performance

Organizational culture is a system of values, beliefs, and norms shared by all members of an organization. This culture shapes employees' mindsets and behaviors in carrying out their daily tasks. Employees who work within a healthy organizational culture tend to demonstrate discipline, loyalty, and high work ethic. Management needs to recognize that organizational culture is not merely a symbol or slogan but must be concretely implemented in daily policies and actions. A strong organizational culture can be a source of competitive advantage and increase employee loyalty. The research findings conclude that organizational culture significantly influences employee performance. A strong, positive, and consistent work culture can create a conducive work environment, increase motivation, and encourage employees to deliver their best performance. The findings of this study are consistent with research (Hung et al., 2022) which explains how organizational culture influences employee performance.

The Influence of Work Ability on Employee Performance

Work capability is a combination of knowledge, skills, and physical/mental abilities possessed by an individual to perform a specific job. Employees with adequate work capabilities tend to be able to complete tasks effectively and efficiently, and adapt to dynamic work demands. Continuously improving work capabilities through training, mentoring, and job rotation will create more competent human resources who are ready to face operational

challenges. Thus, companies not only improve individual performance but also ensure long-term productivity sustainability. The analysis concludes that work capability has a significant influence on employee performance. Companies need to focus on improving employee competency as a primary strategy in achieving organizational targets. The higher an employee's work capability, the greater their contribution to achieving company goals. The findings of this study are consistent with research (Shiri, 2023) which explains how work capability affects employee performance.

The Influence of Incentives, Work Discipline, Organizational Culture, and Work Ability on Employee Performance

Incentives are a motivating factor that can improve job satisfaction and performance. When companies provide a fair and transparent incentive system, employees show improvements in the quantity and quality of their work. Employees who demonstrate high discipline (being punctual, complying with regulations, and completing tasks on schedule) generally have better performance evaluations. A positive organizational culture—such as openness, teamwork, and a focus on quality—creates a work environment that supports improved performance. Work competencies, which include technical skills, knowledge, and *soft skills* such as communication and problem-solving, have been shown to significantly influence work performance. Competent employees are better able to complete tasks quickly, accurately, and with minimal errors. The results of the study indicate that incentives, work discipline, organizational culture, and work competencies significantly influence employee performance, both partially and simultaneously. These four factors complement each other in developing productive, high-quality, and loyal employees. Therefore, management needs to develop a comprehensive and sustainable HR management strategy to optimally improve employee performance. The findings of this study are consistent with previous research by Stephani, N., & Husein, AE (2025), which explains how work discipline, organizational culture, and incentives influence employee performance.

CONCLUSION

The conclusion of this study is:

1. Incentives have a positive and significant impact on employee performance at PT. Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit .
2. Work discipline has a positive and significant impact on employee performance at PT. Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit .
3. Organizational culture has a positive and significant influence on employee performance at PT. Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit .
4. Work ability has a positive and significant impact on employee performance at PT. Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit .
5. Incentives, work discipline, organizational culture, and work ability simultaneously have a positive and significant impact on employee performance at PT. Bank Rakyat Indonesia (BRI) Agus Salim Rantauprapat Unit.

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