International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Influence Of Work Culture, Work Motivation, And Performance Allowances On The Performance Of Production Operators At PT. Perkasa Indah Nusajaya, Batam City

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Abstract

The success of an organization is largely determined by the performance of its employees, as effective employee performance is essential for achieving organizational objectives. However, employee performance may be influenced by several factors, including work culture, work motivation, and performance allowances. This study aims to examine the effects of work culture, work motivation, and performance allowances on the performance of production operators at PT. Perkasa Indah Nusajaya in Batam City. A quantitative research approach was employed, involving 133 production operators as respondents. Data were collected through a five-point Likert-scale questionnaire and analyzed using multiple linear regression with the assistance of SPSS version 27. The results indicate that work culture has a positive and significant effect on production operator performance ($\beta = 0.438$; $p < 0.001$). Work motivation also has a positive and significant effect on production operator performance ($\beta = 0.323$; $p < 0.001$). Likewise, performance allowances have a positive and significant effect on production operator performance ($\beta = 0.438$; $p < 0.001$). These findings indicate that work culture, work motivation, and performance allowances are significant factors associated with the performance of production operators. The study highlights the importance of fostering a supportive work culture, strengthening employee motivation, and providing appropriate performance-based incentives to enhance employee performance.

Keywords:Work Culture; Operator Performance; Work Motivation; Performance Allowance

INTRODUCTION

In the era of globalization and increasingly fierce industrial competition, human resources have become a crucial asset for manufacturing companies because they play

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a role in achieving production targets, product quality, and customer satisfaction. Employee performance needs to be supported through education, training, compensation, motivation, and a conducive work environment (Robbins and Judge, 2008; Bambang Guritno and Waridin, 2005). One factor related to performance is work culture, namely the values, norms, habits, and behaviors that guide employees in carrying out their duties, while motivation is the drive that directs individuals to achieve goals (Hasibuan, 2006; Robbins and Coulter, 2010; Rivai, 2004; Simamora, 2006).

In addition to work culture and motivation, performance allowances are a form of additional compensation based on employee contributions and achievements, which can improve employee well-being and morale. Performance appraisals are also necessary to evaluate work results based on company standards, while setting performance goals can serve as both a guideline and a tool for performance evaluation (Mangkunegara, 2005; Setiyawan and Waridin, 2006). Therefore, work culture, work motivation, and performance allowances are factors that need to be considered in efforts to improve employee performance.

PT. Perkasa Indah Nusajaya Batam City as a company engaged in the manufacturing sector requires high-performance production operators to achieve company targets. However, initial observations in May 2026 showed several problems, namely the average production operator tardiness rate reached 11.7% per month, unexplained absences of 2.3%, use of break time beyond the provisions, and low employee initiative. From the motivational aspect, the results of interviews with 15 production operators showed a lack of motivation due to monotonous work, lack of appreciation, and minimal career development opportunities, which is supported by a 12% turnover of production employees in the past year.

In terms of performance allowances, the average allowance received by operators is only around 2-8% of the basic salary, while the burden of production targets has increased by 15% in the last two years without being accompanied by significant allowance adjustments. This condition is followed by the less than optimal performance of production operators, with an average achievement of production targets in the last six months of 87.5%, below the minimum standard of 95%, and a production defect rate of 4.2%, above the company's tolerance standard of 2%. This condition indicates the need for research to analyze the influence of work culture, work motivation, and performance allowances on the performance of production operators at PT. Perkasa Indah Nusajaya, Batam City.

Based on these empirical conditions, there are problems in work culture, work motivation, and performance allowances which are followed by suboptimal performance of production operators. These conditions become the basis for testing the influence of work culture, work motivation, and performance allowances on the performance of

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production operators at PT. Perkasa Indah Nusajaya, Batam City. Therefore, this study was conducted with the title "The Influence of Work Culture, Work Motivation, and Performance Allowances on the Performance of Production Operators at PT. Perkasa Indah Nusajaya, Batam City".

METHODOLOGY

This research is a quantitative research with a survey approach conducted at PT. Perkasa Indah Nusajaya located at Kawasan Citra Buana III Lot. 17. Jl. Engku Putri, Batam Center, Batam City, Riau Islands, 29464 which focuses on the company's production department. The research data consists of primary data obtained directly from respondents through questionnaires and secondary data sourced from documents and information relevant to the research object. The research population was 200 production operators. Determination of the number of samples was carried out using the Slovin formula with an error rate of 5%, so that a minimum sample size of 133 respondents was obtained. In its implementation, the study involved 133 respondents determined through a simple random sampling technique. The research instrument was a questionnaire with a five-point Likert scale covering four constructs, namely Work Culture (X1) which is measured through five indicators, Work Motivation (X2) through five indicators, Performance Allowances (X3) through five indicators and Employee Performance (Y) through four indicators. The instrument was developed based on indicators used in previous research and adapted to the context of production operators without changing the substance of the constructs being measured. Data collection was conducted through questionnaires distributed to respondents, while data analysis was conducted using Multiple Linear Regression Tests with the help of Statistical Package for the Social Sciences version 27 (SPSS 27) software. Data testing went through the classical assumption test stages including normality, multicollinearity, and heteroscedasticity tests. Furthermore, hypothesis testing was conducted through partial tests, simultaneous tests, and coefficients of determination. Hypothesis testing was based on the coefficient of determination and p-value with a significance level of 5%, with a p-value <0.05 as the basis for determining the significance of the relationship between the variables being tested.

RESULTS AND DISCUSSION

Descriptive Analysis

The research involved 133 production operators at PT. Perkasa Indah Nusajaya Batam. Descriptive analysis is used to provide an overview of the trends in the characteristics of respondents in the study which is presented in table 1.

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Table 1. Respondent Characteristics

Characteristics	*f*	Percentage (%)
Gender		
Woman	93	69.9
Man	40	30.1
Age		
18 – 30 years old	19	14.3
31 – 40 years old	45	33.8
41 – 50 years old	63	47.4
51 – 60 years old	6	4.5
Education		
Elementary School	23	17.3
JUNIOR HIGH SCHOOL	23	17.3
SENIOR HIGH SCHOOL	69	51.9
Vocational School	17	12.8
S1	1	8
Years of service		
Less than 1 year	104	78.2
1 year	5	3.8
2 years	10	7.5
7 years	14	10.5
Total	**133**	**100**

Source: Processed Research Data, 2026

Based on Table 1, the gender category was dominated by 93 female respondents (69.9%), while 40 male respondents (30.1%) were male.

Based on age group categories, this study was dominated by the 41-51 age group with 63 respondents (47.4%), followed by 45 respondents (33.8%) in the 31-40 age group. There were 19 respondents (14.3%) in the 18-30 age group. Six respondents (4.5%) in the 51-60 age group.

Based on education level, respondents in this study were dominated by high school graduates (69 respondents (51.9%), followed by elementary and junior high school graduates (23 respondents (17.3%), and 17 high school graduates (12.8%). There was also one undergraduate graduate (8%).

Based on the category of work period, respondents in this study were dominated by respondents with a work period of less than 1 year (<1 year) as many as 104 respondents (78.2%), followed by respondents with a work period of 7 years as many as 14 respondents (10.5%). Respondents with a work period of 2 years as many as 10

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respondents (7.5%) and the rest with a work period of 1 year as many as 5 respondents (3.8%).

Overall, the results of the descriptive analysis show that respondents are predominantly female, in the 41-51 year age group, high school graduates and with a dominant work period of less than 1 year.

Hypothesis Testing

Hypothesis testing was conducted to identify the influence between variables in the research model. Testing was conducted using Multiple Linear Regression in SPSS 27, taking into account the coefficient of determination (R2), T-statistics, and p-value. Referring to Hair et al., (2022), the significance of the relationship between variables in the structural model was evaluated based on the t-statistics and p-value at a 5% significance level. A hypothesis was declared supported by the data if the tested relationship showed statistical significance ($p < 0.05$), while a hypothesis was declared unsupported by the data if it did not meet the significance criteria ($p > 0.05$). The overall results of the hypothesis testing are presented in Table 2.

Table 2. Hypothesis Testing Results

Relationship between variables	B	*T Statistics*	*P Values*	Decision	Empirical Support
Work Culture (X1) – Operator Performance (Y)	0.438	5,714	p < 0.001	Accepted	Supported
Work Motivation (X2) – Operator Performance (Y)	0.323	3,912	p < 0.001	Accepted	Supported
Performance Allowance (X3) – Operator Performance (Y)	0.183	2,046	p < 0.043	Accepted	Supported

Source: Processed SPSS 27 Output, 2026

The results of the study indicate that work culture has a positive and significant effect on operator performance, with a regression coefficient of 0.438, a t-statistic of 5.714, and $p < 0.001$. Thus, H1 is supported by the data. This finding indicates that improvements in work culture among production operators in this study are in line with improvements in reported operator performance. This positive relationship indicates that when work culture successfully creates a sense of psychological ownership and role clarity, operators no longer simply carry out instructions, but proactively anticipate

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technical obstacles and maintain quality standards, which in turn improves performance indicators such as hourly productivity, product defect rates, and machine setup completion times.

This finding aligns with previous research by Sukartini and Porman (2022), which also found that work culture variables significantly influence employee performance. This finding is also supported by previous research by Prima Andika Verdya Utama et al. (2025), which found that work culture variables significantly influence employee performance.

Work motivation has also been shown to have a positive and significant effect on production operator performance, with a regression coefficient of 0.323, a t-statistic of 3.912, and $p < 0.001$. Thus, H2 is supported by the data. The positive coefficient indicates that the higher the work motivation that arises from within the employee, the higher the performance of the production operator. Motivation is not merely a psychological drive, but rather a strategic variable that directly mediates the relationship between technical capability and actual output. Every company always expects its employees to have motivation because with this, the company can easily improve its company performance.

These results align with previous research by Hendra Irawan et al. (2024), which also found that work motivation significantly influences employee performance. This finding is also supported by previous research by Aldi Agustian et al. (2025), which found that work motivation significantly influences employee performance.

Performance allowances were also shown to have a positive and significant effect on production operator performance, with a regression coefficient of 0.183, a t-statistic of 2.046, and $p < 0.043$. Thus, H3 is supported by the data. The positive coefficient indicates that the higher the performance allowance provided by the company, the higher the performance of production operators. Performance allowances are more accurately classified as a hygiene factor that serves to prevent dissatisfaction, rather than as a motivating factor that directly encourages superior performance. This means that when allowances are provided fairly and consistently, operators tend to feel valued and financially secure, which in turn creates a work climate conducive to stable performance. However, substantial performance improvements will only occur if the allowance is perceived as a form of recognition of individual contributions, rather than simply a routine entitlement. Therefore, it is necessary to integrate benefit policies with a performance-based reward system to optimize their effect on performance, while ensuring that allowances are provided transparently and proportionally to the workload and risks of the job on the production line.

These results align with previous research by Lendra Yolani et al. (2023), which found that performance allowances significantly impact performance. This finding is also

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supported by previous research by Maskuri and Suyanto (2025), which also found that performance allowances significantly impact employee performance.

Overall, the research results indicate that work culture, work motivation, and performance allowances are important factors. This pattern suggests that, in the context of production operators at PT. Perkasa Indah Nusajaya Batam, work culture has a stronger empirical basis than relying solely on work motivation and performance allowances as mechanisms to improve production operator performance.

CONCLUSION

This study shows that work culture, workload, and work motivation have a positive and significant effect on operator performance at PT. Perkasa Indah Nusajaya Batam. Work culture, work motivation, and performance allowances jointly have a significant effect on the performance of production operators at PT. Perkasa Indah Nusajaya Batam. This finding suggests that the management of work culture for production operators needs to be directed more towards production operator performance.

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