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THE INFLUENCE OF ECONOMIC INCOME AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

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Abstract

Objective – This research aims to determine the influence of economic income and organizational culture on the performance of Central Kalimantan Province Revenue Service employees. It is important to improve performance that has a positive impact on the independent variable, so quantitative testing is carried out.

Design/Methodology/Approach – This research method is descriptive and quantitative with the SPSS 23.0 analysis tool. The results of the research are to provide information on the research problem, and at the same time connect the formulation, benefits in the research hypothesis as cause and effect which are used to answer statements from the questionnaire. The type of sample data is primary data with a questionnaire of 100 people, Revenue Service employees.

Findings – The results of research on economic income, organizational culture, and employee performance have a significant positive effect of 71% on employee performance. This means that the higher the independent role of organizational culture and economic income, the better employee performance will be.

Conclusion and Implications – The results provide implications, to pay more attention to the role of organizational culture and performance according to economic income so that the main tasks and job functions are not disturbed in improving employee performance. For further research, we can examine transformational leadership style variables.

Keywords: Organizational Culture, Economic Income, Employee Performance

INTRODUCTION

One of the main challenges faced by the Indonesian nation currently is the low quality of human resources (HR). In fact, a large number of human resources can become a strategic asset if managed effectively and efficiently, so that they can support the acceleration of sustainable national development (Subramanian & Suresh, 2023).

HR management plays an important role in encouraging optimal employee development, creating harmonious working relationships, and aligning HR potential effectively to increase efficiency, cooperation and work productivity.

Employees, as a vital component in government organizations, greatly determine the success or decline of an agency. To achieve agency goals, employees are needed who meet the qualifications in accordance with the specified requirements. Employees must also be able to carry out their duties and responsibilities professionally (Han & Jiang, 2019). In order to achieve these goals, agencies need to consistently strive to improve the performance of their employees. This is in accordance with the Regulation of the Minister for Administrative Reform and Bureaucratic Reform (PANRB) Number 8 of 2021 concerning the Performance Management System for Civil Servants, which emphasizes the importance of integrated planning, implementation, monitoring and evaluation of performance (Oywe, 2016).

Improving the quality of human resources and employee performance is also closely related to the growth of economic income, both at the individual and institutional levels. Competent and productive employees not only contribute to achieving organizational goals, but also encourage increased regional and national income through the effectiveness of public services (James Dauda et al., 2019). Therefore, competency-based and results-oriented HR management is very important to support the achievement of the vision of inclusive and sustainable economic development.

An organization must strive to improve the performance of human resources (HR) because this is a key factor in improving employee performance. Performance is the work results obtained by employees in accordance with work criteria and standards to achieve organizational goals. Thus, employee performance becomes an important element in achieving organizational and individual goals (Turner, 2020). Performance reflects the work of a person or group within the company in accordance with their authority and responsibility, which is carried out legally, does not violate the law, and is in line with morals and ethics.

Employee performance management must be carried out systematically and continuously, so that employees can achieve the level of performance desired by the organization. This is important to ensure that employees make the best contribution to achieving organizational goals. In this context, economic income has a significant influence on employee performance. Adequate income provides financial support to employees to meet basic needs and improve their well-being. When well-being increases, employees tend to be more motivated, productive and focused at work, which ultimately accelerates the achievement of organizational goals (Sisson & Marginson, 2003).

Economic income also influences organizational atmosphere, which consists of various elements in the workplace that impact employee behavior. A positive work atmosphere creates a conducive environment for employees to carry out their duties well. This makes the work climate of an organization unique, because each organization has special characteristics that differentiate it from other organizations.

In addition to economic income, organizational culture also plays a crucial role in supporting employee performance. Organizational culture encompasses norms, values, beliefs, habits, and philosophies that develop within an organization and serve as guidelines for members in interacting both within and outside the organization (Laub, 1999). This culture is built collectively by leaders and members of the organization and passed on to new members. A strong organizational culture can enhance a sense of togetherness, loyalty, and work spirit among employees, all of which contribute to achieving the organization's goals.

Furthermore, the physical and psychological conditions at the workplace significantly affect employee performance. A healthy and harmonious work environment can create a sense of safety and comfort, allowing employees to work with enthusiasm and energy. In contrast, unhealthy working conditions can lower work motivation, cause delays, and reduce productivity. Therefore, creating a healthy and supportive work environment is a strategic step in improving employee performance (Kipkebut, 2010), which will ultimately have a positive impact on organizational productivity and overall economic income growth.

The Revenue Office plays a strategic role in driving regional revenue growth through the optimization of tax receipts, levies, and other income sources. To carry out this task effectively, improving human resource (HR) performance at the Revenue Office is crucial. Performance is the result of work achieved by employees according to established criteria and standards and is one of the key factors determining the success of an organization in achieving its goals (Kipkebut, 2010). In the context of the Revenue Office, employee performance not only impacts service effectiveness but also directly contributes to increasing regional revenue

Economic income is closely related to employee performance at the Revenue Office. Employees who receive adequate income tend to have a better standard of living, which allows them to be more focused, motivated, and productive in carrying out their duties. For example, providing incentives for employees who meet or exceed local revenue targets can encourage them to work harder (Vallas et al., 2022). This phenomenon shows that adequate income, both in the form of base salary and incentives, is an important factor that influences work spirit and employee performance outcomes.

In addition, organizational culture at the Revenue Office also plays a crucial role in shaping effective and productive work patterns. Organizational culture reflects the values, norms, and habits held firmly by all members of the organization. At the Revenue Office, an organizational culture that emphasizes transparency, accountability, and teamwork can enhance trust and work spirit among employees. For example, the implementation of a performance-based work culture through regular and objective evaluations can create a healthy competitive atmosphere among employees. Thus, a strong and positive organizational culture not only strengthens solidarity among employees but also ensures the efficient achievement of local revenue targets.

Another phenomenon that frequently occurs is the importance of a conducive work environment in supporting employee performance. A healthy and harmonious work environment, such as support from leadership, adequate work facilities, and good relationships among employees, creates a comfortable and productive atmosphere. When employees feel valued and supported by their work environment, they tend to work with enthusiasm and focus, enabling them to complete their tasks according to the established targets. By paying attention to economic income, organizational culture, and the work environment, the Revenue Office can optimize its human resource potential to improve performance. This effort will ultimately contribute to the increase in local revenue, which is one of the main pillars in supporting sustainable economic development.

Economic income is crucial for a company. This is because economic income shapes the attitude of employees towards their work. Economic income also serves as a characteristic or feature. Good economic income in the workplace creates comfort, mutual respect, and camaraderie. Adequate economic income becomes the initial capital for an organization to influence the behavior of its members and shape the characteristics and values of the organization. Economic income also contributes to the organizational atmosphere, which is a set of elements around the workplace that influence behavior in carrying out tasks, ultimately enabling the organization to achieve its goals more quickly.

The Impact of Economic Income on Performance

The Revenue Office plays an important role in managing and improving regional income through various programs and strategies. Employee performance is one of the main factors determining the success of the organization in achieving its revenue targets. Employee performance is heavily influenced by various factors, including organizational climate, which represents a collective perception of policies, procedures, and working methods applied within the organization. This organizational climate reflects the goals to be achieved and the tools and methods used to reach the desired results (Paais & Pattiruhu, 2020). There are four main factors that influence economic income in an organization: (a) External Environment: The external environment of an organization, such as market and industry condition, significantly impacts economic income. For example, organizations in sectors like transportation, education, or government tend to have similar income patterns because they are influenced by the same external dynamics. In the Revenue Office, the influence of the external environment can include tax regulations, central government policies, or taxpayer compliance levels, all of which affect local revenue realization; (b) Organizational Strategy: The strategy implemented by the organization also plays a crucial role in determining economic income. This strategy includes work plans, resource allocation, and implementation methods that impact employee efficiency and productivity. For example, the Revenue Office's implementation of innovative strategies in tax services, such as the digitization of payment systems, can improve employee work efficiency while significantly boosting local revenue intake' (c) Historical Strength: Organizations that have been established for a long time usually possess historical strengths that influence economic income. Aspects such as historical values, traditions, beliefs, and work culture developed over the years can serve as important assets in building the organization's reputation. In the Revenue Office, historical strength can be manifested through a commitment to sustainable public service, which in turn builds public trust and increases local revenue; and (d) Leadership: Leadership style also influences all activities and employee performance within the organization. Leaders who provide clear direction, moral support, and decisive decision-making can create a conducive working environment. In the context of the Revenue Office, effective leadership can encourage employees to meet local revenue targets through systematic problem-solving, work execution according to standard operating procedures (SOPs), harmonious interaction among employees, and increased trust between individuals within the organization.

Indicators of Economic Income in an Organization. Economic income indicators in an organization can be measured through various dimensions that reflect the characteristics of employee work (Kerdpitak & Jermsittiparsert, 2020), such as: (1) Problem Solving: The ability of employees to design effective solutions when facing work challenges; (2) Work Execution According to SOPs: The level of employee compliance with established work procedures; (3) Interaction Among Employees: The quality of working relationships that develop among members of the organization; and (4) Trust Among Employees: The level of trust and mutual support among employees.

By understanding and optimally managing these four factors, the Revenue Office can create a conducive work climate and a strong organizational culture. This will directly impact the improvement of employee performance, which, in turn, contributes to the growth of economic income and the organization's success in supporting sustainable regional development. Based on HRM theory and previous empirical studies, the proposed hypothesis is:

H1: Economic income positively and significantly influences performance

The Impact of Organizational Culture on Performance

In daily life, culture is often associated with tradition, a series of ideas, attitudes, and habits that develop within a particular group of people. These traditions are reflected in everyday behaviors that have become part of the group's identity (Roscoe et al., 2019). In the organizational context, organizational culture refers to a set of shared beliefs, attitudes, relationships, and assumptions that are used by members of the organization to face external challenges and achieve the organization's goals.

Organizational culture is a system of shared meanings adopted by members of the organization, distinguishing it from other organizations. This system consists of key characteristics that are valued within the organization, influencing how employees perceive, behave, and work (Shafaei et al., 2020). Organizational culture functions as an invisible social force that can drive individuals in the organization to carry out their tasks and responsibilities in accordance with the prevailing values.

Indicators of organizational culture include several important aspects (Nurimansjah, 2023), such as: (1) Implementation of Norms: Organizational norms are behavioral rules that determine how members of the organization respond to various situations. These norms develop over time through adaptation processes and the collective experiences of organization members. With strong norms, members' behaviors become more directed and controlled, creating consistency in work execution; (2) Implementation of Values: Organizational values serve as a guide for individuals in making decisions and taking actions. Values such as honesty, integrity, and openness help create a supportive work environment. Organizations with clear values tend to have a solid work culture, which ultimately increases productivity and economic income; (3) Trust: Trust is a core element of organizational culture. Trust built between members of the organization creates a harmonious and collaborative work environment. For example, a policy of providing fair minimum wages based on needs can increase employee motivation and commitment, leading to improved performance; and (4) Implementation of the Code of Ethics: An organization's code of ethics includes a collection of good habits that are inherited and consistently applied in daily activities. This code of ethics serves as a moral guide that directs the behavior of organization members in various situations. A strong organizational culture has a direct link to economic returns. An organization that has a healthy work culture will be able to encourage employee productivity, create innovation, and increase operational efficiency. In this case, economic income reflects the collective results of employee contributions in achieving organizational goals. For example, implementing the values of honesty and integrity in the tax service system at the Revenue Service can increase public trust and taxpayer compliance. This not only supports the achievement of regional income targets, but also builds a positive reputation for the organization.

Thus, strengthening organizational culture is an important strategy in improving employee performance and achieving economic income. Organizations that are able to integrate strong cultural values with economic goals will more easily adapt to change, while ensuring the continued achievement of optimal results. The function of a code of ethics is to guide behavior for members of an organization. Based on HRM theory and previous empirical studies, the following research hypothesis is proposed.

H2: Organizational culture has a positive and significant effect on improving performance

Employee Performance

In Human Resource Management (HRM) theory, economic income is closely related to employee performance, as factors supporting the work environment affect both individual and group productivity within an organization. In this context, the work environment becomes one of the most important elements for a company to pay attention to, even though it is not directly part of the production process (Agus Rony Katily et al., 2021). An inadequate work environment can negatively impact employee performance, lower motivation, and ultimately hinder the achievement of organizational goals.

The work environment encompasses all tools, equipment, materials, work methods, arrangements, as well as physical and non-physical conditions around employees while they work. These factors directly affect how employees carry out their tasks (Haricharan, 2023). A good work environment provides a comfortable, calm, and conducive atmosphere that can enhance work spirit and productivity. In contrast, a poor work environment can create stress and dissatisfaction, leading to a decline in employee performance.

From the perspective of economic income, the work environment also includes factors such as workspace arrangement, available equipment, lighting, tranquility, and relationships among employees. All these elements can affect productivity and work efficiency (Sixpence et al., 2021). A supportive work environment not only enhances employee performance but also contributes to the overall economic income of the company, as productive employees generate higher output.

However, many companies still fail to recognize the importance of creating a good work environment. This neglect often has a negative impact on job satisfaction, motivation, and employee performance, ultimately harming the organization. Therefore, investing in improving the work environment not only supports employee well-being but also serves as a key strategy to increase performance and economic profit for the company in a sustainable manner.

Indicators include: (1) Physical: Lighting, temperature, air circulation, noise; (2) Non-physical: Mental well-being, job satisfaction, and stress levels; (3) Work relationship between subordinates and supervisors; (4) Work relationship among coworkers; (5) Work efficiency: The ability to complete tasks on time and meet deadlines; and (6) Quality of output: The accuracy and standard of work produced by employees.

METHODS

Research requires the appropriate strategy and research methods to ensure the results obtained are reliable and achieve the established objectives. In this study, a descriptive research strategy was used with hypothesis testing through a causal design. According to Sugiyono (2017: 59), causal design is a research design that emphasizes the cause-and-effect relationship between the variables being studied (Alipour et al., 2022). This design identifies the existence of independent variables (the variables that influence) and dependent variables (the variables that are influenced). The type of research used is explanatory research, which aims to explain the position of the research variables and the relationships or effects between these variables (Kristinae et al., 2023). The use of explanatory methods aims to test the proposed hypothesis, so this study is expected to explain the relationship and influence between the independent and dependent variables present in the hypothesis (Negara et al., 2023).

This research was conducted at the Office of the Revenue Service of Central Kalimantan Province, located at Jl. RTA Milono No. 3, Palangka Raya, Central Kalimantan, 73111. The sample used in this study consists of 100 employees from the Revenue Service of Central Kalimantan

Province. The analysis technique used in this research is descriptive analysis. This technique aims to analyze the data by describing or illustrating the data that has been collected as it is, without making general conclusions or generalizations (Meitiana et al., 2023). The data used in this study come from respondents' answers to questions that were arranged in the research questionnaire. For data processing, the statistical analysis tool used is SPSS version 23.0. By using SPSS, the analysis results are expected to provide a clear picture of the cause-and-effect relationship between the variables being studied, as well as support the testing of the proposed hypothesis (Aref Puadi et al., 2023).

RESULTS AND DISCUSSION

The results will be carried out using statistical testing and then described to build a results framework for implementing clear results from the phenomenon in improving employee performance (Kristinae, 2021). The questionnaire is tested with validity and reliability which has a high level of accuracy and consistency, so that the research instruments used must meet validity and reliability.

Validity Test

A variable is said to be valid if it meets the minimum requirement $r \geq 0.3$ (Sugiono, 2016). The criteria for validity test results on the questionnaire show that all items are valid.

Table 1. Results of research instrument validity tests

Item	coefisien	results
$X1._1$	0.819	Valid
$X1._2$	0.729	Valid
$X1._3$	0.693	Valid
$X1._4$	0.784	Valid
$X2._1$	0.819	Valid
$X2._2$	0.833	Valid
$X2._3$	0.769	Valid
$X2._4$	0.892	Valid
$Y._1$	0.881	Valid
$Y._2$	0.843	Valid
$Y._3$	0.856	Valid
$Y._4$	0.851	Valid
$Y._5$	0.776	Valid
$Y._6$	0.725	Valid

Source: authors, 2024

Reliability Test

Reliability testing is carried out with the aim of testing the extent to which the measuring instrument is reliable. This reliability measurement is carried out using the Cronbach Alpha coefficient (α). Normally the reliability of an instrument is accepted if it has a Cronbach's Alpha greater than 0.5. Based on the table above, the Cronbach's Alpha value is greater than 0.5, meaning that all items are reliable.

Table 2. Reliability Test Results

Variabel	Koefisien	Keterangan
X1	0.871	Reliabel
X2	0.894	Reliabel
Y	0.883	Reliabel

Source: authors, 2024

Multiple linear regression analysis is used to test the linear relationship between two or more independent variables. Based on the results of data analysis using a computer program, namely SPSS version 23, a multiple linear regression calculation was obtained between the variables Economic Income, Organizational Culture and the Employee Performance variable, namely:

Table 3. Multiple Linear Regression Equations

Variable	B	t	Sig.	Tolerance	VIF
Constant	0.479	2.985	0.022		
Economic Income (X1)	0.593	4.715	0.000	0.278	1.814
Organizational Culture (X2)	0.783	7.695	0.000	0.289	2.133

Dependent Variable: Employee Performance (Y)
Source: authors, 2024

Based on table 3, a multiple linear regression model can be determined which is expressed in the form of the following equation:

$Y = 0.479 + 0.593\ X1 + 0.783\ X2 + e$

So the results of hypothesis testing can be explained as follows: (1) The constant value a = positive can be interpreted as if the variables Economic Income and Organizational Culture are considered constant or do not change, then employee performance will increase, assuming the other variables are constant; (2) The regression coefficient value b.1 = positive, meaning that every increase in the economic income variable will result in a decrease in employee performance, assuming the other variables are constant; and (3) The regression coefficient value b.2 = positive, meaning that every increase in the Organizational Culture variable will result in an increase in employee performance, assuming the other variables are constant.

Hypothesis Test Results

A hypothesis is a temporary answer to the formulation of a research problem which aims to direct and provide guidance on the main problem and research objectives. Next, to find out whether the hypothesis proposed in this research is accepted or rejected, hypothesis testing will be carried out using the t test and F test. The results of hypothesis testing are explained as follows:

T-test (Partial)

Statistical tests are also called individual significant tests. This test shows how far the independent variables, namely economic income and organizational culture, partially influence the dependent variable, namely Employee Performance. An independent variable can be said to have a significant effect on the dependent variable if its significance probability value is smaller than 0.05. Based on data analysis in the table, it is proven that: (1) The coefficient of the economic income variable is significant at $\alpha = 0.05$, because t count > t table (4,715 > 1.664) or the sig value. 0.002 < 0.05. This means that the influence of the economic income variable on employee performance is significant. This means that the hypothesis which states that economic income has an effect on employee performance can be accepted; and (2) The coefficient of the Organizational Culture variable is significant at $\alpha = 0.05$, because t count > t table (7,695 > 1.664) or the sig value. 0.000< 0.05. This means that the influence of the Organizational Culture variable on employee performance is significant. This means that the hypothesis which states that organizational culture influences employee performance can be accepted.

F-Test (Simultaneous)

This test basically shows whether all the independents included in this model have a simultaneous influence on the dependent variable. In this test, Fcount > Ftable then the hypothesis is accepted, which means the independent variable simultaneously has a real influence on the dependent variable, and vice versa if Fcount < Ftable then the hypothesis is rejected. The results of the F test can be seen in the table below:

Table 4. F-Test (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	33.107	2	7.128	23.194	.000[b]
Residual	20.351	98	.131		
Total	53.458	100			

Dependent Variable: Employee Performance (Y)

Predictors: (Constant), Economic income (X1), Organizational Culture (X2)

Source: authors, 2024

This test is used with the aim of proving whether the independent variables have a joint effect on the dependent variable. The results of calculations via SPSS show that Fcount is 23,194 and Ftable = 3.16 (using a significance level of 0.05% and degrees of freedom (df); n-(k+1) ; 100 - (2) = 98). This states that fcount (23,194) > Ftable (3.16) so the hypothesis is accepted. This means that the independent variables consisting of economic income and organizational culture simultaneously influence the performance of Central Kalimantan Provincial Revenue Service employees.

Coefficient of Determination (R2)

Table 5. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.874[a]	.715	.677	.4173	1.722

Source: Primary data processed in 2024

The coefficient of determination R Square (R2) is 0.715, indicating that variations in employee performance are explained by the variables Economic Income, Organizational Culture and 71.5% while 28.5% is explained by other variables not analyzed in the model.

The Effect of Economic Income on Employee Performance

Economic income in an organizational context refers to a series of traits or attributes that can be measured (measurable properties) that are felt or observed directly or indirectly by individuals who work in that environment. This economic income is assumed to have a significant influence on employee motivation and behavior. In this case, this influence can influence employee performance, both positively and negatively, depending on the economic conditions accepted by the individual in their work environment.According to the results of the partial analysis, the β coefficient was obtained which shows a positive relationship between economic income and employee performance. This positive sign indicates that there is a unidirectional relationship between these two variables, namely the higher the economic income received by employees, the higher their performance. This is in line with theory in HR management, which states that financial incentives, such as salaries and benefits, can increase employee motivation to work better, because they feel appreciated and respected for their contributions.

However, if an employee feels burdened by income that is inadequate or does not match their expectations, then this can reduce performance. In other words, the burden felt due to low or inadequate income can reduce motivation, which ultimately results in a decrease in work productivity. From the results of the statistical testing conducted, the significance value indicates that economic income does indeed have a significant effect on employee performance. This suggests that the economic income variable plays a significant role in determining employee performance within an organization. Therefore, companies or institutions that wish to improve employee performance should consider economic income as one of the determining factors in creating a productive and sustainable work environment.

In the theory of economic income, an increase in fair income that is aligned with the contributions of employees not only motivates them to work harder but also enhances loyalty and job satisfaction, which ultimately leads to a positive impact on the overall performance improvement of the organization.

The Influence of Organizational Culture on Employee Performance

Organizational culture is defined as a set of norms, values, assumptions, beliefs, philosophies, and habits that have developed over time within an organization. This culture is developed by leaders and members of the organization, then socialized to new members and applied in various organizational activities to achieve common goals. In this context, organizational culture reflects the characteristics that distinguish one organization from another and influences how employees interact, collaborate, and adapt to changes that occur. According to Human Resource Management (HRM) theory, a positive organizational culture acts as a factor that motivates employees to perform better because it creates a harmonious work climate, boosts self-confidence, and builds loyalty to the organization. In this regard, organizational culture serves as the foundation for employees to carry out their tasks and responsibilities with high enthusiasm and clear objectives.

Based on the results of the partial analysis, the β coefficient was obtained which shows a positive relationship between organizational culture and employee performance. This positive sign indicates that the better the organizational culture, the higher the performance shown by employees. This is in accordance with motivation theory in HR which states that a healthy organizational culture can increase employees' internal motivation, so that they are more motivated to achieve organizational goals.

Furthermore, the test results which show significant significance values indicate that organizational culture not only influences, but also has a real impact on employee performance. In HR theory, this can be linked to the concept of organizational culture explained by experts such as Edgar Schein and Geert Hofstede, who state that an organizational culture that is strong and well internalized by all members of the organization can influence employee behavior and performance positively. Thus, a good organizational culture, which includes the values of integrity, cooperation, trust and effective communication, will have a direct influence on employee performance. A strong culture creates a supportive work environment, reduces uncertainty, and gives employees a sense of security, allowing them to perform optimally. Therefore, the better the organizational culture, the better employee performance can be achieved, which ultimately contributes to achieving organizational goals more effectively.

The influence of economic income and organizational culture on employee performance

Based on the results of simultaneous analysis, it was found that the β coefficient of Economic Income and Organizational Culture showed a positive value. This positive sign indicates that there is a unidirectional relationship between the variables Economic Income, Organizational Culture, and employee performance. This means that the higher the economic income received by an employee, the higher his performance will be. Apart from that, the better the organizational culture implemented in an organization, the higher the performance shown by employees. Economic income plays an important role in increasing employee motivation. Adequate income not only rewards employee contributions, but also provides a sense of financial security, which in turn increases morale and work productivity. HR theory states that good economic incentives can increase the level of employee job satisfaction, which then has an effect on improving performance. Therefore, a decent economic income functions as a driver of intrinsic motivation for employees to work better and be more productive.

Apart from that, organizational culture also has a huge impact on employee performance. Organizational culture includes the norms, values and beliefs that develop within an organization, and functions as a guide in interacting and carrying out tasks. A positive organizational culture, as explained in organizational theory, will create a harmonious and supportive work environment, where employees feel valued and involved in the decision-making process. This increases their sense of attachment to the organization, encourages them to contribute more, and improves their performance. Thus, both adequate economic income and good organizational culture act as mutually supporting factors in improving employee performance. These two variables work simultaneously, where fair income increases financial work motivation, while a strong organizational culture creates an environment conducive to employee development and performance. The combination of the two can produce employees who are more motivated, more productive, and more committed to achieving organizational goals.

CONCLUSION

Economic income and organizational culture play a very important role in improving employee performance. Adequate economic income provides financial rewards that support motivation and job satisfaction, which in turn directly affects their productivity. With fair income, employees feel valued, are more motivated to work well, and have a higher enthusiasm to achieve the organization's goals. In addition, a positive and supportive organizational culture also greatly influences employee performance. A strong organizational culture creates a harmonious work climate, reduces uncertainty, and boosts employees' self-confidence. When employees feel connected to the values and norms in the organization, they tend to have higher commitment and work more effectively to achieve common goals.

This research has important implications for human resource management in designing policies that can enhance employee performance. Organizations need to pay attention not only to the income provided to employees but also to creating a healthy and supportive organizational culture. This can be done by improving the compensation structure, providing incentives in accordance with employee contributions, and strengthening a work culture that emphasizes cooperation, trust, and integrity. Benefits of Economic Income and Organizational Culture: (1) Increased Employee Motivation and Performance: Adequate economic income and a good organizational culture can enhance employees' internal motivation, leading to improved performance. (2) Increased Job Satisfaction: With a supportive culture and a fair compensation system, employees feel more valued, which boosts their job satisfaction; (3) Higher Productivity: Improved employee performance due to good income and a conducive organizational culture will impact the overall productivity of the organization; and (4) Increased Employee Loyalty and Commitment: Employees who feel valued both economically and socially (through culture) will be more loyal and committed to staying and growing with the organization.

Overall, managing fair economic income and developing a strong organizational culture are effective strategies for improving employee performance, which in turn supports the achievement of organizational goals more efficiently and sustainably. Future research, the results of hypothesis testing show that among the independent variables, organizational culture has the highest influence on performance compared to economic income. Therefore, future research could incorporate and add transformational leadership as an additional variable.

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