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Analysis of Organizational Culture, Compensation and Work Motivation on Employee Performance at Furniture Company PT Romi Violeta

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Abstract. This study aims to examine the effect of organizational culture, compensation and work motivation on employee performance at the furniture company PT Romi Violeta. This study uses quantitative methods with a sample of 133 employees. Sampling through purposive sampling. In accordance with the results of the study it was found: Organizational culture has a positive effect on employee performance. Compensation has a positive effect on employee performance. Motivation has a positive effect on employee performance. And organizational culture, compensation, work motivation together have a positive effect on employee performance.

Keywords: Organizational culture, Compensation, Work Motivation

1 Introduction

Human resources (HR) is one of the important factors in a company which is the key to the development of the company, especially in the furniture company PT Romi Violeta. The achievement of company goals will not be separated from the employee factor which is expected to have achievements and have quality performance. Employee performance is the result of work in quality and quantity achieved by an employee in performing duties in accordance with his responsibilities .[1]

PT Romi Violeta is one of the furniture companies in Indonesia, specializing in rattan and wood products. The company was established to meet the needs of consumers in terms of furniture, such as providing chairs, tables and others. With the growth and development of the furniture business, PT Romi Violeta continues to try to improve itself by improving product quality and of course creating and having optimal employee performance. Every company must create a positive organizational culture, so that employees can work well. Conversely, if the culture created by the company is not good, it will affect employee performance[2] . At PT. Romi Violeta has an organizational culture that is not good. Namely, many of the employees who come and go home are not on time, this can be seen from the company's attendance. This attitude makes a habit and becomes a culture that exists among employees, so that it also affects their performance. The compensation provided is also an influence on employee performance. This is stated by[3] Due to the provision of compensation that is proportional to the performance of employees in the company will make employees work optimally. Compensation is divided into two types, namely financial compensation in the form of salaries, allowances, incentives and non-financial compensation in the form of benefits and services[4] . At the company PT Romi Violeta, there are problems related to financial compensation, namely the lack of bonuses for employees who do overtime. The provision of this bonus is a policy given by the company to employees. believed to be a morale booster in doing work, which can lead to a person's performance compensation is more optimal in doing the work given.

Motivation comes from 2 factors, namely internal and external. According to[5] internal factors are motivation that comes from within oneself, while external factors usually arise due to external influences to carry out goals in accordance with what is expected. Motivation is a form of encouragement from the company given to employees to work optimally[6] . According to[7] states that motivation is the provision of driving force that creates a person's work enthusiasm so that they are able to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Support from the company can increase confidence and motivation for employees to increase and improve their performance.

Research conducted[8] where the results of this study indicate that organizational culture has a significant effect on employee performance. In[9] research used an associative approach, this is a gap to be developed in this study with a quantitative approach so that it is known the magnitude of the contribution of organizational culture

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variables to employee performance. In research[10] which states that organizational culture variables have no effect and are not significant on the performance of Pramubakti employees at IAIN Palopo directly. This is a researcher gap that can be developed in this study because if the respondents are all employees who work in the Pramubakti at IAIN Palopo.

In research[11] where the results of this study indicate that compensation has a significant effect on employee performance at PT. JAEIL INDONESIA. The researcher[12] states that in his research which proves that work motivation has no significant effect on employee performance. This is a research gap that can be developed in this study because if the sample population is more.

Thus, from the results of research related to employee performance, researchers found a research gap or gap using the *Eviden gap*. This evidence gap is a gap that exists in research evidence. Previous researchers found gaps and inconsistent results between phenomena and evidence from the field found regarding the analysis of organizational culture, compensation, and work motivation on employee performance. In view of the background described above, the phenomenon, and the theory that has been put forward by the author, here the author is interested in choosing the object of research on company employees. Because researchers want to prove more clearly from previous research regarding the analysis of organizational culture, compensation, and work motivation on employee performance. With the population and sampling that will be carried out on employees of the company PT. Romi Violeta.

Problem formulation : The existence of organizational culture, compensation and work motivation factors on employee performance at the furniture company PT Romi Violeta.

Research Question :

a. How can organizational culture affect employee performance at Furniture Company?
b. How can compensation affect employee performance at Furniture Company?
c. How can work motivation affect employee performance at the Furniture Company?
d. How do organizational culture, compensation and work motivation together affect employee performance at Furniture Company?

SDGs Category : In accordance with the SDGs category applied at point 8, this states that increasing economic growth and added value of new products by creating organizational culture, compensation and work motivation on employee performance.

2 Literature Review

2.1 Organizational Culture

The organizational culture applied to the company can have a major effect on performance. As stated by (Paters and Watermean, 2018) organizational culture is the basic attitude of the organization that makes beliefs, norms and shared values that characterize how to do things in the organization.[13] states that an optimal and positive organizational culture can certainly be a force capable of directing employee behavior towards achieving organizational goals through the performance provided. In looking for the influence of organizational culture on employee performance, the formation of good performance is produced if there is communication between all employees. So that the organizational culture that exists in the company can be strong and understood in accordance with organizational values which can lead to positive perceptions between all levels of employees. In this organizational culture there are several indicators that can affect employee performance[14] includes:

a. Innovation and risk-taking in work: employees are encouraged to work innovatively accompanied by courage in taking work risks.
b. Team-oriented: the result of work between groups or teams carried out by employees in the company. With the aim of achieving optimal results.
c. Give attention in dealing with existing problems: every employee is able to solve problems that exist in the work.

2.2 Compensation

In addition to organizational culture being a factor in the development of employee performance, the compensation provided by the company to employees is very influential. As according to[15] Compensation is a direct or indirect reward or reward, financial or non-financial, which is fair and appropriate to employees. This statement is the same as the opinion of[16] compensation is anything that employees receive as a reward related to the results of their work given to the company in a certain period. Compensation is very important for

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employees, because it can spur the enthusiasm of workers to improve their performance more optimally. In looking for the effect of compensation on employee performance, it can be seen from employees being able to meet their needs directly, especially their physiological needs[17] . But of course employees also hope that the compensation they receive is in accordance with the sacrifices that have been made. The indicators that influence it include:

a. Wages: wages given to employees for their work according to the amount of overtime worked and paid per hour.
b. Facilities: the company provides facilities used by employees to support work.
c. Bonus: additional compensation given to employees when the company makes a profit.

2.3 Work Motivation

Providing high motivation for employees is important in order to improve their performance. In connection with this statement[18] suggests that work motivation is something that causes and supports human behavior so that they want to work hard and enthusiastically to achieve optimal results. In addition, it can direct his behavior to carry out his duties and responsibilities within the scope of his work. In looking for the effect of work motivation on employee performance, namely the existence of a positive relationship between work motivation and achievement with performance achievement. Which means that manager leaders and employees who have high achievement motivation to achieve high performance and vice versa those whose performance is low is due to low work motivation. In addition to the form of encouragement from the company there are indicators of motivation[19] which include:

a. Responsibility: every employee has responsibility for the work done.
b. Work performance: every employee does the job as well as possible with the aim of getting achievements at work.
c. Driving force: the company encourages each employee to optimize their performance.

2.4 Employee Performance

According to[20] explains that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to[21] is the result of a person's work and work behavior in a period, usually 1 year. There are indicators of employee performance including:

a. Quality: the company sees the quality of employees through the work that employees do for the company.
b. Timeliness: each employee is able to complete the work given with the time determined by the company.
c. Relationships between employees: relationships between employees that are well established will create and improve optimal performance.

3 Method

This study uses a descriptive quantitative approach that uses secondary data obtained from the company. The analysis technique used in the study is to use multiple linear regression analysis with the classical assumption test, and to test the hypothesis. The goal is to get results or a comprehensive picture between one variable and another. In the analysis technique in this study using SPSS version 22 data processing. The independent variables contained in the study are Organizational Culture, Compensation, and Work motivation. Then the dependent variable in the study is Employee Performance.

The location of this research was conducted on employees of the company PT. Romi Violeta on Jl. Kesatrian, sono, sidokerto, kec. Buduran, Sidoarjo district. From the existing population in the company of 200 people, the sampling of this study was 100 people. Sampling is using the slovin formula. The slovin formula is used to calculate the sample size.

$$n = \frac{\text{n}}{1 + Ne^2}$$

n = Number of Samples
N = Total population
e2 = Presentation of error that wants to be tolerated (used at 5%)

Known:

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N = 200
e = 5% (0,5)

$$n = \frac{200}{1+200.5\%^2} = \frac{200}{1+0,5} = \frac{200}{1,5} = 133,33 = 133$$

This sampling technique uses purposive sampling technique, which is a sampling technique with certain considerations or criteria [16]. In this study, the criteria for respondents are employee status and employee age. The employee status used is contract employee. While the age of employees at the company has been determined, namely 20-35 years. Sampling with Purposive Sampling because researchers only take from contract employees or non-permanent employees who get wages and bonus incentives when doing overtime. The measurement method in this questionnaire uses a Likert scale. By using a Likert scale, the variables will be measured, translated into variable indicators. The answer to each item has a gradation from strongly agree to disagree with the choice of 1. strongly disagree, 2. disagree, 3. neutral, 4. agree, 5. strongly agree.

3.1 Operational Definition

a. The definition of Organizational Culture (X1) is a habit or rule from the company that must be followed by all employees with the aim of improving employee performance to be more optimal.
b. Definition of Compensation (X2) refers to the opinion expressed by [12] which explains that compensation can be in the form of direct or indirect rewards or rewards, financial or non-financial, which are fair and appropriate to employees. The rewards given to employees for the work given to the company aim to make employees continue to improve their performance.
c. The definition of Work Motivation (X3) is an encouragement given by the company to employees to keep trying and enterprising to carry out their responsibilities in the work given. Thus, if the motivation provided by the company is very high, employee performance will increase.
d. Definition of Employee Performance (Y) is the behavior of an employee in carrying out work with the aim of getting maximum results.

3.2 Research Variable Indicators

Organizational Culture (X1), according to [15] indicators on organizational culture include:
a) employees can pay attention to the risks that will occur when taking an innovation in work.
b) Work activities can be carried out in teams and support cooperation, not just done individually.
c) Every employee is required to be able to find solutions to solve problems that exist in their work.

Compensation (X2), according to [17] the indicators on this compensation include:
a) Wages given to employees who do overtime with the aim of rewarding the performance they provide to the company.
b) Facilities provided by the company to support the work done by employees.
c) Bonus incentives given to employees when the company makes greater profits.

Work Motivation (X3), according to [20] indicators on work motivation include:
a) Every employee must have personal responsibility for the work done.
b) Doing the job as well as possible until the employee has an achievement and is appreciated by the company.
c) The motivation provided by the company is in the form of encouragement to employees in order to improve the performance of its employees.

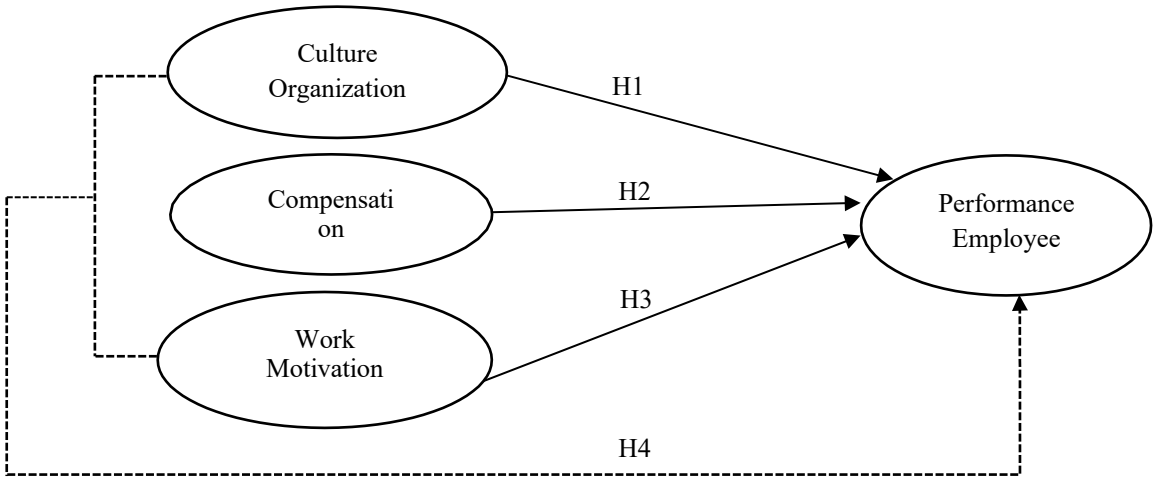
Employee Performance (Y), according to [22] indicators on performance motivation include:
a) The quality of employee work is measured by the perfection of the tasks given by the company.
b) Employees are required to complete work within a predetermined time and maximize time for other activities maximize time for other activities.
c) Good communication between employees is needed in a company so that good cooperation is established, resulting in good and optimal performance.

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3.3 Conceptual Framework

The framework can be summarized in the research model as follows:



3.4 Hypothesis

H1 : Organizational culture affects employee performance at PT. Romi Violeta
H2 : Compensation affects employee performance at PT. Romi Violeta
H3 : Work motivation affects employee performance at PT. Romi Violeta
H4: organizational culture, compensation and work motivation together affect employee performance at PT. Romi Violeta

4 Results and Discussion

4.1 Results

Data analysis techniques:

A. Validity Test

The validity test is used to measure whether a questionnaire is valid or not. (Ghozali, 2018). Validity refers to the extent to which a study actually measures what is intended to be measured. Data is said to be valid if it has a calculated r value greater than the r table. With the condition or level of significance> 0.05.

Table 1. Validity Test

Variable	Indicator	r count	r table	Description
Organizational Culture (X_1)	X1.1	0,778	0,170	Valid
	X1.2	0,783		Valid
	X1.3	0,616		Valid
	X1.4	0,593		Valid
	X1.5	0,778		Valid
	X1.6	0,783		Valid
	X1.7	0,445		Valid
Compensation (X_2)	X2.1	0,823		Valid
	X2.2	0,907		Valid
	X2.3	0,835		Valid
	X2.4	0,830		Valid
	X2.5	0,726		Valid
	X2.6	0,823		Valid
	X2.7	0,291		Valid
	X2.8	0,907		Valid
Work Motivation (X_3)	X3.1	0,772		Valid
	X3.2	0,846		Valid

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	X3.3	0,760	Valid
	X3.4	0,673	Valid
	X3.5	0,681	Valid
	X3.6	0,772	Valid
	X3.7	0,846	Valid
Employee Performance (Y)	Y.1	0,862	Valid
	Y.2	0,756	Valid
	Y.3	0,756	Valid
	Y.4	0,641	Valid
	Y.5	0,659	Valid
	Y.6	0,862	Valid
	Y.7	0,550	Valid
	Y.8	0,726	Valid

B. Reliability Test

The reliability test refers to how consistent the research results are when repeated in the same way. Variables are said to be consistent if the Cronbach's Alpha value is> 0.06.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Description
X_1	0.804	Reliable
X_2	0.910	Reliable
X_3	0.878	Reliable
Y	0.870	Reliable

C. Normality Test

The data will be declared normal distribution if it forms a symmetrical curve line and the data distribution forms a point that is close to the diagonal line on the graph. Data testing can use the *Plot of Regression Standardized Residual*, (Ghozali, 2017). The statistical test used is the Kolmogorov Smirnov non-parametric one statistical test. Which states that when the probability number <α = 0.05 it is certain that the variable is not normally distributed, and vice versa if the Monte Carlo Sig. (2-tailed) >α = 0.05, it is certain that the variable is normally distributed. If the significance value is above 5% or 0.05 or symbolized by a p value> 5%, the data has a normal distribution in the Monte Carlo Sig test. (2-tailed) 0.304 is greater than 0.05

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test			
Unstandardized Residual			
N			133
Normal Parameters[a,b]	Mean		,0000000
	Std. Deviation		1,87067240
Most Extreme Differences	Absolute		,083
	Positive		,063
	Negative		-,083
Test Statistic			,083
Asymp. Sig. (2-tailed)			,027[c]
Monte Carlo Sig. (2-tailed)	Sig.		,304[d]
	99% Confidence Interval	Lower Bound	,293
		Upper Bound	,316

From the results of the data processing above, it can be seen from the Sig value in the Kolmogorov-Smirnov column> 0.05. Then the data is normally distributed.

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D. Multicollinearity Test

If the Variance Inflation Factor (VIF) value is less than 10 and the *Tolerance* value is more than (0.1), then the model can be said to be free from multi-collinearity or no multicollinearity occurs, (Ghozali 2017).

Table 4. Multicollinearity Test

Coefficients [a]								
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4,636	1,538		3,014	,003		
	Organizational Culture (X1)	,214	,056	,189	3,792	,000	,667	1,500
	Compensation (X2)	,338	,050	,433	6,818	,000	,413	2,421
	Work Motivation (X3)	,386	,064	,383	6,024	,000	,411	2,433

Each of the research variables has a VIF value for the organizational culture variable of 1,500 (<10), the compensation variable of 2,421 (<10), the work motivation variable of 2,433 (<10). Based on the results of the data processing, it is stated that the variables used do not experience correlation between variables so that they are free from multicollinearity problems.

E. Autocorrelation Test

Table 5. Autocorrelation Test

Model Summary [b]						
			Adjusted R Square	Change Statistics		Durbin Waston
Model	R	R Square		df2		
1	,886[a]	0,785	0,780	3	129	1,828

The standard value used in a study is said to not occur autocorrelation if the Durbin Watson value is below 5 (Ghozali, 2018). 1,828< 5 then it is concluded that there is no autocorrelation.

F. Partial Test (t)

Partial test (t test) basically shows how much influence each independent variable has in explaining the dependent variable. The test requirement is seen from the significant value <0.05 to determine that there is an influence of the variables of organizational culture, compensation and work motivation on employee performance.

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Table 6. Partial Test (t)

Coefficients [a]								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	4,636	1,538		3,014	,003		
	Organizational Culture (X1)	,214	,056	,189	3,792	,000	,667	1,500
	Compensation (X2)	,338	,050	,433	6,818	,000	,413	2,421
	Work Motivation (X3)	,386	,064	,383	6,024	,000	,411	2,433

G. Simultaneous Test (F)

The provisions of the F test are as follows (Ghozali, 2016), if the significant value of F <0.05, namely 0.00< 0.05 then H ^{0}is rejected and H ^{1}is accepted. This means that the independent / free variables and their interactions have a significant influence on the dependent / dependent variable. The second requirement Fcount> Ftable.

Table 7. Simultaneous Test (F)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1691,100	3	563,700	157,423	,000[b]
	Residual	461,923	129	3,581		
	Total	2153,023	132			

Based on the results of the data processing above shows Fhitung X1 = Ftabel with df= 133 - K - 1 = 133-3-1 = 129, 129 statistical F table is = 2.67. Then 157.423> 2.70 so that the hypothesis is accepted, X has a simultaneous effect on Y.

H. Multiple Linear Regression Test

Table 8. Multiple Linear Regression Test

Coefficients [a]								
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4,636	1,538		3,014	,003		
	Organizational Culture (X1)	,214	,056	,189	3,792	,000	,667	1,500
	Compensation (X2)	,338	,050	,433	6,818	,000	,413	2,421
	Work Motivation (X3)	,386	,064	,383	6,024	,000	,411	2,433

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Y= 4.636+ 0.214 X1 + 0.338 X2+ 0.386 X3

a. From this equation, the constant value is 4.636 This shows that, if the value of variable X1 is equal to zero, then variable Y is 4.636.
b. The regression coefficient value of variable X1 is 0.214, indicating the amount of influence of X1 on Y, the linear regression coefficient is positive, indicating that X1 has a unidirectional effect on Y, which means that every one increase in value in X1 will increase Y by 0.214.
c. The regression coefficient value of the X2 variable is 0.338, indicating the magnitude of the effect of X2 on Y, the linear regression coefficient is positive, indicating that X2 has a unidirectional effect on Y, which means that every increase of one value in X2 will increase Y by 0.338.
d. The regression coefficient value of the X3 variable is 0.386, indicating the magnitude of the effect of X3 on Y, the linear regression coefficient is positive, indicating that X3 has a unidirectional effect on Y, which means that every one increase in value in X3 will increase Y by 0.386.

I. Multiple Correlation Test

Table 9. Multiple Correlation Test

Model Summary [b]						
				Change Statistics		
Model	R	R Square	Adjusted R Square	df1	df2	Durbin Waston
1	,886[a]	0,785	0,780	3	129	1,828

The multiple correlation value shows a value of 0.886 or 88.6%, which means that the closeness of the relationship between the independent and dependent variables is 88.6%, which means that the R table value is said to be positive and indicates that there is a relationship between the independent variable and the dependent variable which is quite strong because the value is more than 50%.

J. Multiple Determination Test

Table 10. Multiple Determination Test

Model Summary [b]						
				Change Statistics		
Model	R	R Square	Adjusted R Square	df1	df2	Durbin Waston
1	,886[a]	0,785	0,780	3	129	1,828

The percentage of the influence of the independent variables on the dependent variable indicated by the simultaneous coefficient of determination (R Square) is 0.780 or 78.0%. This shows that the influence of the variables of Organizational Culture (X1), Compensation (X2), Work Motivation (X3) on Employee Performance (Y) is 78.0%, while the remaining 22% is influenced by other variables not examined in this study.

4.2 Discussion

Based on the test results that have been processed using SPSS software, the following results can be obtained:

4.2.1 There is an Influence Between Variable X1 Organizational Culture on Variable Y Employee Performance

Based on the results of the persial test, it shows that the H1 hypothesis is accepted, which indicates that the organizational culture variable has a positive and significant effect on employee performance at the Romi Violeta company. This means that the existing organizational culture has been implemented in accordance with the needs of the company, so that it affects employee performance. Indicators of innovation and risk-taking in organizational

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culture variables affect employee performance because they are able to encourage employees to work innovatively accompanied by the courage to take the risk of existing work. Team-oriented indicators in this organizational culture variable can affect employee performance because the results of teamwork carried out by employees can achieve more optimal results. And the indicator of paying attention in dealing with problems in organizational culture variables is able to make employees solve problems in the company quickly and with the right solution.

The results of this study are in line with research conducted by [7] which states that organizational culture has a positive and significant effect on employee performance, in other studies (J. J. F. M. Muis ras muhammad) states that organizational culture has a positive effect on employee performance.

4.2.2 There is an Influence Between Variable X2 Compensation on Variable Y Employee Performance

Based on the results of the persial test, it shows that the H2 hypothesis is accepted, which indicates that the compensation variable has a positive and significant effect on employee performance at the Romi Violeta company. The company compensates employees in the form of wages, facilities and bonuses. The provision of compensation in the form of wages is able to encourage employees to work more optimally. Proven by good and timely work results. Supported by the facilities provided by the company to support employee work, so that employee performance will be optimized.

This is also in line with research conducted by (Z. F. R. A. Marnisah Luis) which states that the compensation variable has a positive and significant effect on the performance of employees of the Palembang Jaya Market Regional Company. Other research conducted by [11] states that compensation has a positive and significant effect on employee performance at PT JAEIL INDONESIA.

4.2.3 There is an Influence Between Variable X3 Work Motivation on Variable Y Employee Performance

Based on the results of the persial test, it shows that the H3 hypothesis is accepted, which indicates that the work motivation variable has a positive and significant effect on employee performance at the Romi Violeta company. This means that the work motivation provided by the company to employees is able to encourage and improve employee performance. The work motivation variable affects the employee performance variable because it has a unidirectional relationship, which means that if the management of work motivation in the Romi Violeta company is good, it can improve employee performance.

The results of this study are in line with research [12] which states that work motivation has a positive and significant effect on employee performance at the Jember Regency social service.

4.2.4 There is an Influence Between the Variables of Organizational Culture, Compensation and Work Motivation on the Employee Performance variable

Based on the results of the simultaneous test, it shows that the H4 hypothesis is accepted which shows that the variables of organizational culture, compensation and work motivation have a positive and significant effect on employee performance at the Romi Violeta company. This can be interpreted that the organizational culture has been implemented in accordance with the needs of the company, the provision of compensation in the form of wages, facilities, and bonuses in accordance with the results of employee performance, and the work motivation provided by the company to employees is able to be an encouragement in employee morale. Thus, organizational culture, compensation and work motivation are able to improve the performance of company employees.

5 Conclusion

Based on the results of research and discussion of the influence of organizational culture, compensation and work motivation on employee performance, it can be concluded, 1) there is a positive and significant effect of organizational culture on employee performance, 2) there is a positive and significant effect of compensation on employee performance, 3) there is a positive and significant effect of work motivation on employee performance, 4) there is an effect of organizational culture, compensation and work motivation on employee performance simultaneously. Of the variables used in this study, the variable (Compensation) is the most dominant in influencing employee performance. Because in the compensation variable there is a wage indicator that greatly affects employee performance. It is evident from the provision of sufficient wages, employees can work more optimally. One of them is by completing work properly and on time.

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