



## The Influence of Organizational Culture and Compensation on Employee Performance (Study on Employees of Grogol Branch Pawnshop)

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**Abstract:** Organizational culture is one way of company management to be able to make changes by strengthening the external and internal sides of the company and compensation is direct goods or indirect goods obtained by employees in return for services rendered to the company a leader in terms of fundamentally behaving differently when leading can have an impact on employee performance. This matter needs to be considered by the company because organizational culture and compensation will be able to realize the performance of its employees so that the company's pace can run optimally. The objectives to be achieved in the study are: Do Organizational Culture and Compensation simultaneously affect Employee Performance at Grogol Branch Pawnshop. Multiple linear regression analysis techniques. The study used primary data obtained by filling out a questionnaire and statistical processing using the SPSS 24 program. The results of the research on organizational culture have no effect on the performance of employees of the Grogol Branch Pawnshop. The relationship between organizational culture and employee performance is stated to be low and the magnitude of the influence of organizational culture on employee performance is 0.21%, Compensation affects employee performance, the correlation relationship between compensation and employee performance is low and the magnitude of the influence of compensation on employee performance is 13.5%, Organizational culture and compensation simultaneously have no influence and are significant to the performance of individual employees at Grogol Branch Pawnshop. The magnitude of the relationship between organizational culture and compensation with employee performance simultaneously is moderate, and the magnitude of the influence is 14.2%. Conclusion There is an organizational culture (X1), compensation (X2) has a simultaneous effect on employee performance (Y), meaning that if the organizational culture and compensation are increased, employee performance will be higher. Organizational culture and compensation simultaneously have no significant effect on employee performance. This can be shown from the amount of Fcount smaller than Ftable ( $2,226 < 4,210$ ).

**Keywords:** Organizational Culture, Compensation, Employee Performance

## INTRODUCTION

Human Resources (HR) is essential that determines the running of a company. In fact, human resources are humans who carry out work in organizations as a driving force in achieving goals. The function of HR in general is to increase productivity in supporting the organization to be more competitive and realize goals (Rahmawati, and Luturlean 2018).

To achieve company goals, one of the supports is how the company can hire its employees. Employees who are superior and appropriate will be able to achieve company goals. Employees at work will provide great productivity at work and get goals. Wibowo (2017: 2) explains that performance has a broad meaning, not just explaining as a result of work, but also how the work goes. The performance is about work and the results obtained from work. In addition, performance is about something that is done and how to do it. Then performance is the result of work done that is closely related to the essential goals of an organization, customer satisfaction and contributes to the economy (Wibowo 2017: 2).

Sedarmayanthi (2010: 260) explains that is the result of work done obtained by people who do work or commonly called workers, a management process or the organization as a whole, namely the results of the work can be addressed clear evidence in quality and quantity. However, based on a statement by Kusuma (2014) good and correct performance can be reviewed from the results of work that can be obtained by employees. If the results are correct and in accordance with the agreed policies, the goals will be achieved. Performance according to Rivai (2009: 309), is a clear behavior shown by each individual as an achievement of the work given by employees in sync with roles in the company. Then according to a statement by Tobing (2009) expressed the opinion that performance is a record of the outcomes obtained from the function of a job or activity during a certain period of time. The good and correct performance can be reviewed from the work results that employees are able to get. If the work results are good, correct and synchronized with the agreed policies, the company's objectives can be met.

This research was conducted at the Grogol branch pawnshop. Grogol branch pawnshop is a company engaged in conventional savings and loans. Grogol branch pawnshop provides a variety of services regarding several PT Pegadai products including investment, price checks and gold savings. Then in addition there are also online pawnshops, Quick Safe Credit (KCA) and sharia pawnshops and others. As for this office, a customer can also apply for credit with collateral in the form of BPKB letters of vehicles, both motorbikes and cars, land titles and others. The process carried out by the pawnshop is guaranteed. By visiting the nearest pawnshop to meet your economic needs, find pawnshop interest information, apply for a loan and others. Then you can also contact the customer service call center or PT Pegadaian website online.

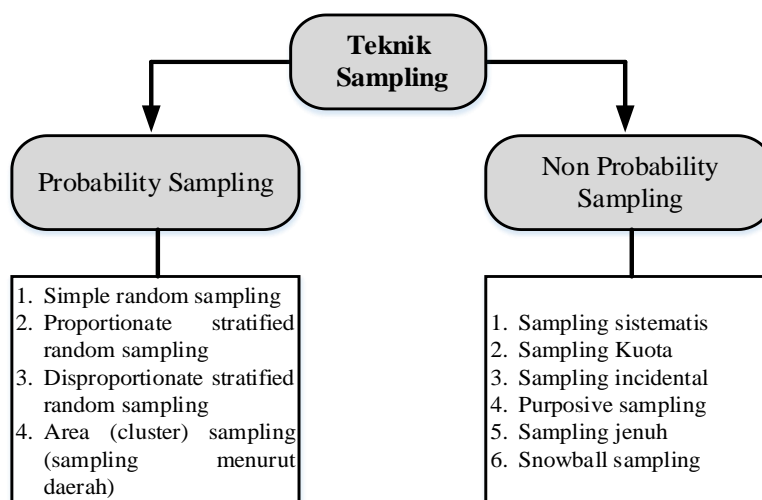
## RESEARCH METHODOLOGY

This research is quantitative research, namely research that seeks to find a cause-and-effect relationship between the independent variable (independent) and the dependent variable (dependent) Sugiyono (2017: 18). Organizational Culture, Compensation, are studied for their influence on Employee Performance. For this research conducted by conducting causal analysis, the data analysis technique that can be used is multiple linear regression analysis techniques. This study uses primary data obtained using a questionnaire.

### Sampling Technique

Sampling techniques can basically be classified as consisting of probability and non-probability sampling. The probability sampling includes, simple random, proportionate stratified random, disproportionate stratified random and area random. Non probability

sampling includes systematic sampling, quota sampling, incidental sampling, purposive sampling, saturated sampling, and snoball sampling.



Source: Sugiyono, 2017: 119  
**Figure 1. Sampling Technique**

In writing this journal, the author uses a sampling technique using a saturated sample technique, which is where in the sampling technique using all members of the population are used as samples. Because the sampling was carried out with a total sample of 30 people.

**RESEARCH RESULTS AND DISCUSSION**

**1. Description of Research Results**

a. Characteristics of Respondents Based on Gender

The distribution of respondents based on gender can be seen in the following table.

**Table 1. Respondents Based on Gender**

Jenis Kelamin	Jumlah Responden	Persentase
Laki-Laki	25	83,33%
Perempuan	5	16,67%
<b>Total</b>	<b>30</b>	<b>100%</b>

Source: Ms Excel, 2022

Data table 1. based on gender, the respondents consisted of 25 people 83.33% were male and 5 people or 16.67% were female.

b. Characteristics of Respondents by Age

The distribution of respondents based on age can be seen in the following table.

**Table 2. Respondents by Age**

Usia	Jumlah	Persentase
21 - 30 Tahun	15	37,5
31 - 40 Tahun	12	30
> 40 Tahun	13	32,5
Total	40	100

Source: Ms Excel, 2022

Based on data table 2. which is based on age, shows where 30 respondents, namely respondents with ages 20-30 years 15 people (50.25%), ages 31-40 years 6

people (20%), ages 41-50 years 7 people (23.33%), ages 51-60 years 2 people (6.67%). From this data, most of the employees of the Grogol Branch Pawnshop are >20-30 years old, namely 15 people (50%).

c. Characteristics of Respondents Based on Education

The distribution of respondents according to their education can be observed in the following table.

**Table 3. Respondents Based on Education**

Pendidikan	Frekuensi	Persen (%)
SD	0	0,0
SMP	2	6,7
SMA/SMK	16	53,3
Diploma (D3)	5	16,7
Sarjana (S1)	7	23,3
<b>Total</b>	<b>30</b>	<b>100</b>

Source: Ms Excel, 2022

Based on the data contained in Table 3. It is found that a number of employees with the last education of SMA / SMK 16 people (53.3%), derived from S1 (Strata 1) 7 people (23.3%), derived from Diploma (D3) 5 people (16.7%), derived from SLTP 2 people (6.7%).

**2. Overview of Research Variables**

In this section, it can be seen that several items from the sub-variables as a whole are obtained from respondents' answers using a questionnaire, both in number and percentage figures. The data presented is questionnaire data obtained from 30 respondents, namely employees of the Grogol branch pawnshop. Each questionnaire item is then examined and calculated using a Likert scale, which is from a score of 1-5.

- a. Descriptive Analysis of Organizational Culture Variables (X1) Overall, the organizational culture variable is in sync with what is desired, because those who agree and strongly agree reach a percentage of 70.95%.
- b. Descriptive Analysis of Compensation Variables (X2) Overall, the compensation variable has been synchronized with the desired one, because those who agree and strongly agree reach a percentage of 75%.
- c. Descriptive Analysis of Employee Performance Variables (Y) In general, variable Y has been synchronized with the desired one, because those who agree and strongly agree reach a percentage of 72%.

**Data Analysis**

**1. Multiple Regression Analysis of the Effect of Organizational Culture and Compensation together on Employee Performance**

**a. Regression Equation**

To simultaneously influence variables X1 and X2 on Y, use linear regression with the formula:

$$Y' = a + b1X1+b2X2+e$$

Description:

Y = Employee Performance

X1 = Organizational Culture

X2 = Compensation

a = Constant of the regression equation

b1 = Regression coefficient of variable X1, organizational culture

b2 = Regression coefficient of variable X2, compensation

e = Error

**Table 4. Multiple Regression Test Results**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.779	5.752		1.700	.101
Budaya Organisasi	-.095	.210	-.098	-.452	.655
Kompensasi	.525	.269	.424	1.949	.062

a. Dependent Variable: Kinerja Karyawan

Source: primary data processed SPSS 24

According to the data analysis results in the previous table 4.12 so that the multiple regression equation model is obtained, namely:

$$Y = 9.779 - 0.095 X_1 + 0.525 X_2 + e$$

Description:

- The constant value is 9.779, which means that if the organizational culture and compensation variables have a value of 0, the Y variable has a value of 9.779.
- The coefficient value of organizational culture is -0.095, meaning that each addition of 1 unit of organizational culture then other variables are consistent in caterisparibus can increase employee performance. As 0.095. Conversely, if variable X1 drops by one unit, variable Y can increase by 0.095.
- The coefficient value of compensation is 0.525, meaning that each addition of 1 unit of compensation then other variables are consistent in caterisparibus can increase employee performance as 0.525. Conversely, if compensation drops by one unit, variable Y can decrease by 0.525.

**b. Hypothesis Test (F Test)**

Hypothesis testing simultaneously uses the F test. The test is used to find out how much influence the independent variables simultaneously have on the dependent variable. In the F test, hypotheses are used including:

H0:  $b_1, b_2, = 0$ , which means that the variables X1 and X2 on Y simultaneously do not have a significant effect on the Y variable.

Ha:  $b_1, b_2, = 0$  means that the variables X1 and X2 on Y simultaneously have a significant effect on the Y variable.

The decision-making criteria include:

Ho is accepted and Ha is rejected if  $f_{count} < f_{tabel} \alpha = 5\%$

Ha is accepted and Ho is rejected if  $f_{count} > f_{tabel} \alpha = 5\%$

The results of the f test data analysis through SPSS 24 can be reviewed in the table:

**Table 5. F Test Results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.995	2	24.497	2.226	.127 <sup>b</sup>
	Residual	297.172	27	11.006		
	Total	346.167	29			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Kompensasi, Budaya Organisasi

Source: primary data processed SPSS 24

The F results displayed in table 4.13 state that the fcount value is 2.226 at a significant level of 0.127. Based on the table f, the significance level ftabel is obtained with a

percentage of 5%, the numerator degree is n-2-1 and the denominator free degree is n-2-1 or 30-2-1 = 27, so that the  $f_{table}$  value is 4.210. This matter shows where the value of  $f_{count} > f_{table}$  ( $2.226 > 4.210$ ) from significant ( $0.127 > 0.05$ ) which means that  $H_0$  is accepted  $H_a$  is rejected, so that the variables X1 and X2 simultaneously do not have a significant effect on variable Y.

According to the results of data analysis using SPSS 24, the correlation coefficient (R) 0.376 means that the relationship between variable Y and variables X1 and X2 is a low relationship. Then the coefficient of determination (R square) 0.142 (14.2%) which means that simultaneously the X1 and X2 variables contribute or have an effect of 14.2% on variable Y. In addition, the influence of several other factors is not reviewed 85.8% are factors other than variables X1 and X2.

## 2. Effect of Organizational Culture on Employee Performance

### a. Simple Regression Equation

From the simple linear regression analysis, the regression coefficient,  $t_{count}$  value and significance level are shown in the following table:

**Table 7. Simple Regression Test Results Organizational Culture Variable (X1)**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	16.000	5.018		3.188	.004
	Budaya Organisasi	.139	.181	.144	.770	.448

a. Dependent Variable: Kinerja Karyawan

Source: primary data processed by SPSS 24

The regression line equation that presents the effect of X1 on variable Y, namely:

$$Y = a + bX1 + e$$

$$Y = 16,000 + 0.139 X1 + e$$

Where

Y = Employee Performance

X1 = Organizational Culture

e = Error

The constant value of 16.000 states that if there is no variable X1, then Y is 16.000. The X1 regression coefficient of 0.139 explains that each increase in X1 by one unit can increase Y by 0.139. Conversely, if X1 drops by one unit, Y can decrease by 0.139.

### b. Hypothesis Test (T Test)

In this study, the hypotheses to be tested are:

$H_a$ : There is an influence of organizational culture on employee performance

$H_0$ : There is no effect of organizational culture on employee performance

The  $t_{count}$  value is 0.770 and the  $t_{table}$  value is obtained  $df = 30 - 2 = 28$ , the  $t_{table}$  value at the 5% level with a two-party test and  $df = 28$  is 1.701. The  $t_{count}$  value is  $0.770 < 1.701$  with a significant level of  $0.448 > 0.05$ . Then it can be stated that  $H_0$  is accepted and  $H_a$  is rejected. This means that there is no effect of organizational culture on employee performance.

**c. Correlation Coefficient and Determination Coefficient**

**Table 8. Test Results of the Correlation Coefficient of Organizational Culture (X1)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.144 <sup>a</sup>	.021	-.014	3.479

a. Predictors: (Constant), Budaya Organisasi

Source: primary data processed SPSS 24

The R value of 0.144 indicates that the level of relationship / correlation coefficient between organizational culture and employee performance is very low. The coefficient of determination is 0.021; shows that the magnitude of the influence of organizational culture on employee performance is 0.21%. While the remaining 99.97% is caused by other factors outside the organizational culture.

**3. Effect of Compensation on Employee Performance**

**a. Simple Regression Equation**

From the simple linear regression analysis, the regression coefficient, tcount value and significance level are shown in the following table:

**Table 9. Simple Regression Test Results Compensation Variable (X2)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.844	5.290		1.672	.106
	Kompensasi	.455	.218	.367	2.091	.046

a. Dependent Variable: Kinerja Karyawan

Source: primary data processed by SPSS 24

In table 9, the regression line equation is obtained which presents the effect of X2 on variable Y, including:

$$Y = a + bX_2 + e$$

$$Y = 8.844 + 0.455 X_2 + e$$

Where

Y = Employee Performance

X<sub>2</sub> = Compensation

e = Error

The constant value of 8.844 states that if there is no compensation, then employee performance is 8.844. The X<sub>2</sub> regression coefficient of 0.455 states that each increase in compensation by one unit will increase employee performance by 0.455. Conversely, if compensation decreases by one unit, employee performance will decrease by 0.455.

**b. Hypothesis Test (T Test)**

In this study, the hypotheses tested were:

H<sub>a</sub>: There is an effect of compensation on employee performance

H<sub>0</sub>: There is no effect of compensation on employee performance

Based on table 4.17, the tcount value is 2.091 and the ttable value is obtained df = 30-2 = 28, the ttable value at a level with a percentage of 5% with a two-party test and df 28 is 1.701. The tcount value of 2.091 > 1.701 a significant level of 0.046 < 0.05. So it can be stated where H<sub>a</sub> is accepted and H<sub>0</sub> is rejected. This means that there is an effect of compensation on employee performance.

**c. Correlation Coefficient and Coefficient of Determination**

**Table 10. Test Results of the Correlation Coefficient of Compensation (X2)**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.367 <sup>a</sup>	.135	.104	3.270

a. Predictors: (Constant), Kompensasi

Source: primary data processed by SPSS 24

The R value of 0.367 states that the level of correlation coefficient relationship between variable X2 and Y is low. The coefficient of determination is 0.135; states where the effect of compensation on employee performance is 13.5%. While the remaining 86.5% is caused by other factors outside the organizational culture.

**Discussion**

In this discussion, the authors discuss the effect of organizational culture and compensation on employee performance at the Grogol branch pawnshop in the 2021 period. And how the X1 and X2 (dependent) variables affect Y. The results of the study used SPSS version 24 calculations.

1. The Effect of Organizational Culture and Compensation on Employee Performance The results of this study state that organizational culture and compensation simultaneously have no significant influence on the individual Y variable at the Grogol Branch Pawnshop. The magnitude of the relationship between variables X1 and X2 with Y simultaneously is moderate, and the amount of influence is 14.2%. The results of the study are in line with research conducted by Gita and Yuniawan (2016), Murty (2012) explains where X1 and X2 have no effect on Y. When X2 is considered good but the organizational culture is not in line with the culture of the employee, then the matter is not able to affect either the amount of Y.
2. Effect of Organizational Culture on Employee Performance According to the results obtained where the X1 variable does not have an influence on Y Pegadaian Grogol Branch. The relationship between X1 and Y is stated to be low and the effect of X1 on Y is 0.21%. The results of this study are in line with those studied by Gita and Yuniawan (2016), which states that X1 does not have a significant effect on Y. Although X1 is considered to be in accordance with the expectations of respondents, it turns out that it cannot affect Y because in meeting company goals it has an integrated and well-coordinated work pattern and also the company has an identity to be recognized in the community.
3. Effect of Compensation on Employee Performance. Based on the results of the analysis, it is obtained where the X2 variable has an influence on Y, the X2 correlation relationship to employee performance is low and the effect of compensation on employee performance is 13.5%. Good compensation results will be able to provide stimulation to the performance of Grogol branch pawnshop employees. These results are in line with those studied by Abadiyah (2016), Fauzi (2014), Firmandari (2014), Kusuma (2014), Leonardo and Andreani (2015), Nurcahyani (2016), Paramitadewi (2017), Wijaya (2015). Although compensation is considered in accordance with the expectations of respondents, it turns out that it cannot affect employee performance because the wages earned are on time and synchronized with the workload and get a commission from the company if they work beyond the predetermined target.



## CONCLUSION

From the discussion of Organizational Culture (X1) and Compensation (X2) on Employee Performance (Y) that has been put forward, it can be concluded, namely:

1. There is no influence of variable X1 on Y at Pegadaian Grogol Branch, because in achieving goals, the company has an integrated and well-coordinated work pattern and the company has an identity to be recognized in the community. Organizational culture has no significant effect on Y at Grogol Branch Pawnshop with an insignificant value of  $-0.095 < 0.05$ . This matter can be seen in the  $t_{count}$  value of X1  $-0.452 < t_{table}$  value 1.701 ( $0.770 < 1.701$ ). Then  $H_a$  is rejected and  $H_o$  is accepted.
2. There is an effect of variable X2 on Y at Pegadaian Grogol Branch, the work facilities I receive make me comfortable at work. X2 has a significant effect on Y at the Grogol Branch Pawnshop with a significant value of  $0.046 < 0.05$ . This matter can be reviewed at the compensation  $t_{count}$  value of  $2.091 > t_{table}$  ( $2.091 > 1.701$ ). So it can be concluded that compensation has a significant effect on Y.
3. There is no simultaneous influence of variables X1 and X2 on Y, meaning that if X1 and X2 are increased, employee performance will be higher. X1 and X2 simultaneously do not have a significant effect on Y. This matter can be stated from the amount of  $F_{hitung} < F_{tabel}$  ( $2.226 < 4.210$ ).

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