

THE EFFECT OF COMPENSATION, WORK DISCIPLINE, AND ORGANIZATIONAL CULTURE ON PERFORMANCE OF EMPLOYEES IN PT LAHAN AGRO INTI KETAPANG

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Abstract. This study aims to determine the effect of compensation, work discipline, and organizational culture on the performance of employees in PT Lahan Agro Inti Ketapang. It used a quantitative method by distributing questionnaires to 120 employees of PT Lahan Agro Inti Ketapang. The sampling technique used purposive sampling. The analysis tool used was SmartPLS 3.0 with the structural equation modelling (SEM) analysis method. The results of this study showed that compensation had no positive and significant effect on employee performance. While, both work discipline and organizational culture had a positive and significant effect on employee performance.

Keywords: *compensation; work discipline; organizational culture; employee performance.*

I. INTRODUCTION

Human resources are valuable company assets and are the driving force for achieving good performance, because without the role of good and competent human resources, the company will be left behind by other companies. Employee performance in a company is an important indicator that will later affect all activities in the company to achieve the goals, vision, and mission of the company. Rinny et al., (2020) explain that performance is the result of work achieved by a person based on employee requirements (job requirements). It can be concluded that employee performance is used as a benchmark for how individuals can carry out and complete the tasks given to achieve company goals. If a person's performance is better, the results obtained will also be better by a company [1]. Compensation is an important element in a company, because employees who work in a company definitely need compensation. Compensation is defined as the ability and responsibility of the company to contribute to its employees for achieving tasks and a form of appreciation for their performance [2]. The company must be able to design an effective compensation system in order to attract and retain competent employees [3]. If compensation is given according to employee efforts in the company, it will affect employee performance. This is based on several studies that prove that compensation has a positive and significant effect Rahadian et

al., (2020); Kosasih et al., (2020); Syam and Iba (2022); Wijaya and Laily (2021). Meanwhile, research by Arifin et al., (2023) and Rinny et al., (2020) proves that compensation does not have a positive effect on employee performance [4][5][6][7][8][1]. Work discipline is an encouragement to employees from the organization to comply with the provisions or regulations of the organization. Good work discipline will show that the organization can maintain employee loyalty and quality, from work discipline can also know the value of employee performance [9]. From discipline will arise high work enthusiasm from employees, because discipline will shape employee character [10]. Work discipline is a form of awareness in employees of company regulations that is carried out voluntarily. Work discipline in an organization can affect employee performance, this can be seen from several studies. Research conducted by Burmansyah et al., (2019); Anah et al., (2020); Anastasia et al., (2020); Muspiro et al., (2020); Syam and Iba (2022) proved that there is a positive and significant influence between work discipline and employee performance. Meanwhile, research conducted by Muna and Isnawati (2022) proved that work discipline has a negative and insignificant effect on employee performance [11][12][13][14][6][15].

Organizational culture plays an important role in an organization to direct the behavior of members of the organization. Organizational culture as a set of values adopted

will influence employees in carrying out all activities in the company in creating performance [16]. If beliefs and values are in line with organizational goals, it will be effective in building a good team to avoid conflict and focus on work [17]. Organizational culture is used as a system of values, norms, beliefs or practices that will be applied by members in the organization which becomes the identity of the organization itself. Several studies have shown that organizational culture has a positive and significant effect, as conducted by Laksono (2023), Widarko and Anwarodin (2022), Rahmawaty and Lo (2020), Diana et al., (2021), and Febrina et al., (2021). Meanwhile, research conducted by Marlius and Sari (2023) proved that organizational culture does not have a positive and significant effect on employee performance [18][19][20][21][22][23]. This study is intended for employees of PT. Lahan Agro Inti Ketapang is a company engaged in oil palm plantations and palm oil mills (PKS) which was established on May 31, 2005. The company currently has an oil palm plantation of 4,878 ha with a location permit area of 8,720 ha located in West Kalimantan Province. In an effort to improve employee performance, PT. Lahan Agro Inti Ketapang implements a compensation system in the form of direct compensation and indirect compensation. The direct compensation given is in the form of a basic salary every month, daily/weekly wages for field workers, incentives, and annual bonuses given according to employee performance. While the indirect compensation given is in the form of health insurance (BPJS) and facilities (housing, consumption, transportation, etc.). The organizational culture in this company plays an important role in determining whether the company can compete. One of the organizational cultures of this company is a result orientation where employees are expected to focus on achieving the specified targets and prioritize teamwork in order to achieve the specified goals. Work discipline is very important to ensure that operations run efficiently. The work discipline system implemented by this company is in the form of compliance with the work schedule where employees are expected to comply with the work schedule that has been set, employees are required to comply with occupational safety and health, and conduct routine evaluations of employee performance to ensure that tasks are carried out according to procedures.

The problem faced by PT. Lahan Agro Inti Ketapang is currently how to improve the performance of its employees to contribute to the success of the company's goals. The main problem faced by the company is the discipline of its employees, this is based on data. In employee absence data in the past year, there are still many employees who do not comply with the work schedule that has been set, such as being late. Based on previous research and the explanation of the problems

above, it can be concluded that compensation, work discipline, and organizational culture affect employee performance. So the researcher is interested in conducting a study entitled "The Effect of Compensation, Work Discipline, and Organizational Culture on Performance of Employees of PT Lahan Agro Inti Ketapang"

II. RESEARCH METHODS

This study was conducted with a quantitative approach by collecting data and will be processed using analysis tools. This study was conducted at one of the companies, namely PT. Lahan Agro Inti Ketapang. This company is located in Sajingan Village, Galing District, Sambas Regency, West Kalimantan. The population used in this study were employees of PT. Lahan Agro Inti Ketapang, which amounted to 1080 employees. The sample used in this study was 120 samples. Data collection was carried out by distributing questionnaires to 120 respondents using Google Form. Researchers use the Structural Equation Model (SEM) with Partial Least Square (PLS) software as an analysis tool in the study [24].

III. RESULTS AND DISCUSSION

The data analysis that has been done will be described in this chapter. Data collection through distributing questionnaires via Google Form to employees of PT Lahan Agro Inti Ketapang 120 employees participated in the study and the questionnaires filled out were 120 respondents, meaning the questionnaire return rate was 100%. This study uses SmartPLS 3.0 software as data processing.

A. Measurement Analysis (Outer Model)

Testing the measurement model is important to show the validity of the research reliability. This model specifically explains the relationship between latent variables (endogenous and exogenous) with indicators and their measurements (Musyaffiet al., 2021). In this study, there are two types of evaluations carried out, namely:

1. Validity Testing

Validity testing in this study is carried out by looking at the root value of the average variance extracted (AVE) by comparing the correlation of constructs. The AVE value is expected to be at least 0.5. The AVE value can be seen in the following table:

Table 1. Average Variance Extracted (Ave) Value

Variable	Average Variance Extracted (AVE)
Compensation	0,788
Work Discipline	0,773
Organizational Culture	0,801
Employee Performance	0,804

Table 1 explains that all indicators used to measure the variables of this study have a value greater than 0.5. It can be concluded that all variables used are valid and accepted.

2. Reliability Testing

The composite reliability value is a measure to measure the reliability of an indicator. To measure the reliability of the construct can be done with Cronbach Alpha and Composite Reliability. In measuring the internal consistency of the indicator with a minimum expected value of 0.7.

Table 2 Cronbach Alpha & Composite Reliability Result Data

Variable	<i>Chronbach Alpha</i>	<i>Composite Reliability</i>
Compensation	0,798	0,867
Work Discipline	0,867	0,899
Organizational Culture	0,920	0,935
Employee Performance	0,922	0,936

In table 2, it is concluded that the Cronbach Alpha and Composite Reliability constructs have values >0.7. Based on these results, it shows that all variables have internal consistency reliability.

B. Structural Model Analysis (Inner Model).

Structural model analysis is used to predict causality (cause and effect) relationships between latent variables in the study. Inner model testing is carried out in several ways, including:

1. R-Square

R Square is used for the coefficient of determination in an endogenous construct. The R Square value is 0.67 (strong), 0.33 (moderate), and 0.19 (weak). The following is a table of R-Square value results:

Table 3. R-Square Value

Variable	<i>R-Square</i>	<i>R-Square Adjusted</i>
Employee Performance	0,776	0,770

Based on the results of table 3, it shows the R-Square value of employee performance of 0.776. This result states that 77.6% of employee performance variables are influenced by compensation, work discipline, and organizational culture.

2. Q-Square

Q Square is used to determine the ability of a prediction through the blindfolding procedure. The value of $Q^2 > 0$ indicates predictive relevance.

Table 4 .Q Square Predictive

Variable	SSO	SSE	$Q^2 (= 1 - SSE/SSO)$
Compensation	480.000	480.000	
Work Discipline	720.000	720.000	
Organizational Culture	960.000	960.000	
Employee Performance	960.000	498.393	0,481

Table 4 shows the results that the Q Square value for each variable is >0 so that the compensation, work discipline, organizational culture, and employee performance variables have strong predictive relevance.

C. Hypothesis Testing (Boostrapping)

Hypothesis testing is carried out with the T-statistic value and probability value. The test statistics can be seen in the p value output, namely <0.05 indicating a significant influence

and >0.05 indicating an insignificant influence. While the T-Statistic value > 1.96 can be said to be significant and the statistical value <1.96 is said to be insignificant.

Table 5. Hypothesis Testing

Variable	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1->Y1	0,022	0,032	0,070	0,310	0,757
X2->Y1	0,276	0,286	0,079	3,505	0,000
X3->Y1	0,640	0,627	0,099	6,502	0,000

Based on table 5, it is explained that the T-Statistic value of H1 is less than 1.96, so the hypothesis is rejected. While the T-Statistic value of H2 and H3 > 1.96, so the hypothesis is accepted. Below is an explanation of the hypothesis test in table 5:

Based on the table above, it can be seen that the P-Value value is 0.757 > 0.05 and the T-Statistic is 0.310 < 1.96. So it can be concluded that the first hypothesis (H1) is rejected and stated that there is no positive and significant influence on compensation on employee performance.

Based on the table above, it can be seen that the P-Value value is 0.000 < 0.05 and the T-Statistic is 3.505 > 1.96. So it can be concluded that the second hypothesis (H2) is accepted and stated that there is a positive and significant influence on work discipline on employee performance.

Based on the table above, it can be seen that the P-Value is 0.000 < 0.05 and the T-Statistic is 6.502 > 1.96. So it can be concluded that the third hypothesis (H3) is accepted and stated that there is a positive and significant influence on organizational culture on employee performance.

D. Discussion

This study involved 120 employees of PT Lahan Agro Inti Ketapang which were dominated by male employees totaling 95 people or 79.5%, aged less than 25 years totaling 43 people or 36.2%, and having a work period of less than 2 years totaling 53 people or 45.7%. The results of this study can be discussed in several points as follows:

1. The Effect of Compensation on Employee Performance

The results of this study are based on a hypothesis test which shows that compensation on employee performance does not have a positive effect on employees of PT Lahan Agro Inti Ketapang. This is based on the P-Value value of 0.757 which is greater than 0.05 and the T-Statistic value of 0.310 which is smaller than 1.96. So it can be concluded that the first hypothesis (H1) is rejected and there is no positive and significant effect on compensation on employee performance.

Based on the analysis in this study, the results showed that compensation does not have a positive effect on employee performance. The results of this study are reinforced by previous research conducted by Wijaya et.al., (2019) on employees of the South Jakarta Mayor's Office, City Secretariat Section, which showed that compensation had no effect on employee performance. Compensation provided by the company does not affect employee performance. Even though employees work without compensation, this does not affect employee performance because they have a sense of responsibility towards the company [7].

Compensation is an important element in a company to improve employee performance, but in this study compensation

did not have a positive effect on employee performance. PT Lahan Agro Inti Ketapang provides fair salaries to employees, but the company does not pay attention to other factors such as bonuses that are not commensurate with the efforts made by employees. It can be concluded that providing fair salaries is not a factor that has the potential to encourage employees to improve performance significantly without providing bonuses that are in accordance with the efforts made. Based on the results of the study, the compensation variable has 6 items with the highest average value of 4.15 on the indicator "I get a fair salary every month" and the lowest average value on the indicator "I get a bonus commensurate with the sacrifice (time, energy, and mind)" is 3.58. This indicates that PT Lahan Agro Inti Ketapang provides fair salaries to employees every month but the bonuses given are not commensurate with the sacrifices of employees. This result is not in line with the employee performance variable which has 8 items with the highest average value of 4.26 on the indicator "I always prioritize cooperation when carrying out work". This explains that employees of PT Lahan Agro Inti Ketapang always prioritize cooperation in completing work so that they can maximize performance which indicates that performance is in the very high category. Based on these calculations, the first hypothesis (H1) states that there is no significant influence of compensation on employee performance.

2. The Influence of Work Discipline on Employee Performance

The results of this study are based on a hypothesis test which shows that work discipline on employee performance has a positive influence on employees of PT Lahan Agro Inti Ketapang. This is based on the P-Value value of 0.000 which is smaller than 0.05 and the T-Statistic value of 3.505 which is greater than 1.96. So it can be concluded that the second hypothesis (H2) is accepted and there is a positive and significant influence on work discipline on employee performance.

Based on the analysis in this study, it was obtained that work discipline has a positive and significant influence on employee performance. The results of this study are strengthened by previous studies conducted by Anah et al., (2020), Anastasia et al., (2020), and Muspiron et al., (2020) explaining that work discipline has a positive and significant influence on employee performance. Good work discipline will create a strong foundation for improving employee performance and the success of the organization in achieving its goals [12][13][14].

Judging from the work discipline variable, it has 8 items with the highest average value of 4.24 on the indicator "I always come to work on time". This indicates that employees of PT Lahan Agro Inti Ketapang are always present on time at work. This result is supported by the results of the employee performance variable which has 8 items with the highest average value of 4.26 on the indicator "I always prioritize cooperation when carrying out work". This explains that employees of PT Lahan Agro Inti Ketapang always prioritize cooperation in completing work so that they can maximize performance, which indicates that performance is in the very high category. Based on these calculations, the second

hypothesis (H2) states that there is a significant influence of work discipline on employee performance.

3. The Influence of Organizational Culture on Employee Performance

The results of this study are based on a hypothesis test which shows that work discipline on employee performance has a positive influence on employees of PT Lahan Agro Inti Ketapang. This is based on the P-Value of 0.000 which is smaller than 0.05 and the T-Statistic of 6.502 which is greater than 1.96. So it can be concluded that the third hypothesis (H3) is accepted and there is a positive and significant influence on organizational culture on employee performance.

Based on the analysis in this study, it was found that organizational culture has a positive and significant influence on employee performance. The results of this study are reinforced by previous studies conducted by Laksono (2023), Widarko and Anwarodin (2022), Rahmawaty and Lo (2020), and Febriana et al., (2021) which produced research data that organizational culture has a positive and significant influence on employee performance. Organizational culture plays an important role in shaping employee behavior and increasing employee involvement in achieving organizational goals. If all employees contribute, it will improve the performance and long-term success of the organization [18][19][20][22].

Judging from the organizational culture variable, it has 8 items with the highest average value of 4.29 on the indicator "There is a comfortable work environment". This indicates that PT Lahan Agro Inti Ketapang has a comfortable work environment for employees. This result is supported by the results in table 4.8, the employee performance variable has 8 items with the highest average value of 4.26 on the indicator "I always prioritize cooperation when carrying out work". This explains that employees of PT Lahan Agro Inti Ketapang always prioritize cooperation in completing work so that they can maximize performance, which indicates that performance is in the very high category. Based on these calculations, the third hypothesis (H3) states that there is a significant influence of organizational culture on employee performance.

IV. CONCLUSION

Based on the results of the analysis conducted by researchers in this study through questionnaires on employees of PT Lahan Agro Inti Ketapang, the following conclusions can be drawn. There is no positive and significant influence of compensation on employee performance. There is a positive and significant influence of work discipline on employee performance. And there is a positive and significant influence of organizational culture on employee performance. The results of the analysis conducted by researchers, here are some suggestions that can be conveyed: On the compensation variable indicator "I get a bonus commensurate with the sacrifice (time, energy, and thought)" got an interval value of 3.58 (high). This company must improve and pay attention to the compensation system it has by evaluating the bonus system in improving employee performance. The company must ensure that the bonus given must be in accordance with employee achievements, with this employees will be more

motivated to achieve the results desired by the company. On the work discipline variable indicator "I feel that I have never been late to work" got an interval value of 3.74 (high). With this, the company must pay attention to the work discipline of employees by determining clear rules and policies and ensuring that all employees work with the norms and rules that have been set, especially in terms of attendance time. On the organizational culture variable indicator "I am encouraged to be an employee who dares to take risks" gets an interval value of 3.76 (high). This must be considered by the company because employees who do not dare to take risks will have an impact on the company's competitiveness. With that, the company ensures that the organizational culture it has can support risk taking so that employees feel safe in taking risks without fear of excessive consequences if their efforts are unsuccessful. In addition, the company can provide training on risk management. On the employee performance variable indicator "I work according to the targets set by the company" and "I am able to carry out work correctly and accurately" gets an interval value of 4.12 (high). The company needs to review the company's policy on employee performance by ensuring that the policy can support employees in achieving targets and doing their jobs accurately. This study includes compensation variables, work discipline, organizational culture, and performance. With this, further researchers are expected to be able to use more relevant variables by adding other variables in further research and using larger samples so that the resulting model can be better.

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