

Influence of Compensation and Organizational Culture Analysis on Increasing Employee Motivation

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Abstract

The purpose of this research was to analyze the effect of compensation and organizational culture on increasing employee motivation at a paint company in Tangerang, Banten. The research design used in this study uses a quantitative approach that is associative, namely research that examines the causal relationship between the independent variables, namely compensation (X_1) and organizational culture (X_2) to the dependent variable, namely increasing employee motivation (Y_1). Based on the results of data analysis that has been carried out in the first hypothesis (H_1), which states that compensation has a positive and significant effect on increasing employee work motivation, the t-count value of 10,492 is greater than the t-table value, which is 1,677, testing the second hypothesis (H_2), which states that organizational culture has a positive and significant effect on increasing employee motivation, the t-count value is 9,731 greater than the t-table value, which is 1,677, which means that compensation and organizational culture have a positive and significant effect on increasing employee motivation, while the R-square value obtained by 0.869 which states that the variables of compensation and organizational culture affect the increase in employee motivation by 86.90% and the remaining 13.10% is influenced by other variables.

Keywords: Compensation; Organizational Culture; Employee Motivation.

1. Introduction

Human resources are one of the important production assets when compared to other production factors (Setiarlan et al., 2021) owned by the company in carrying out business processes (Shifak et al., 2022) and will affect the level of success of a company in developing its business units (Efitriana dan Lie, 2022), because every human resource owned by the company is a planner, actor and determinant in realizing the goals of the company's system (Siswidiyanto dan Fadilah, 2013) and achieving the goals set by the company (S. Ashari, 2016) and is one of the main drivers in the smooth operation of the company (Eksan dan Donny, 2020).

The existence of human resources in the company must be managed properly (Mahendrawan dan Ayu, 2015) and professionals (Sabuhari dan Irawanto, 2020) because it will be a driving factor in the progress of the company (Koljaan dan Dedi, 2021) if the human resources owned have a work ethic and high work productivity (Eckardt et al., 2021; Ployhart, 2021) and able to contribute high income to the company (Sutrisno, 2014) and increase the profits earned by the company (Juliyanti dan Onsardi, 2020).

To be able to improve work ethic and work productivity, every company must be able to increase employee motivation (Reginald dan Kurniati, 2022) because work motivation is a driving factor (Sari et al., 2022) strong both internal and external to every employee to be able to do something better (Syahputra et al., 2020), so that with work motivation, every employee will have high enthusiasm in carrying out their duties and responsibilities (Wirawan, 2022).

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Increasing employee motivation is influenced by one of the external factors (Lestari, 2020) that is related to compensation (Nuryadin et al., 2022) which is one of the important functions in the management of human resource management (Sutrisno, 2014). Providing compensation to employees is one of the company's ways of retaining existing employees (Maheswari dan Lutvy, 2017) and a form of cooperative bond, producing job satisfaction for employees, maintaining employee stability (Mubaroq dan Zulkarnaen, 2017) as well as appreciation for employees (Ardian, 2022).

Proper compensation for employees will have a positive impact on employees and the company (Haryani et al., 2015), positive impact for employees that can provide job satisfaction (Widodo, 2015) while the positive impact that will be received by the company is increased work motivation of employees and will have an impact on increasing employee work productivity in achieving the targets set by the company (Julinigrum dan Sudiro, 2013) and vice versa if the compensation made by the company is not appropriate, it will result in pay dissatisfaction (Hanggraeni, 2012) and decreased employee motivation (Sunaryo, 2018).

Another factor that can increase employee motivation is organizational culture (Shalahuddin dan Berman, 2014) which are the values developed in an organization (Rizky et al., 2014), where each organization will have an organizational culture that functions to form rules or guidelines in thinking and acting to achieve the goals set by the company (Masrukhin dan Waridin, 2006) and will provide an identity that can form a characteristic (Robbin dan Judge, 2015) and differentiate with other organizations (Masykur et al., 2019).

Organizational culture is formed because of an ongoing interaction that will form patterns of social interaction (Meldiana et al., 2021) and it will be very possible for every employee to change their work behavior according to the organizational culture adopted by the company (Schein, 2004) so that the company as an organization must be able to create a good and conducive organizational culture for its human resources (Ashari, 2019).

A good and conducive organizational culture will also produce good relations among fellow employees (Firanti et al., 2021) and will increase employee motivation to achieve company goals (Hardiyana et al., 2013) and every employee will be spared from work stress (Az Zuhri dan Permanasari, 2019).

Increasing employee motivation will have an impact on increasing employee work productivity in achieving the targets set by the company, so this research will analyze the effect of compensation received by employees and organizational culture on increasing employee motivation at a paint company in Tangerang, Banten.

2. Literature Review

2.1 Compensation

Compensation is something that is received by employees as a substitute for service contributions that have been given to the company (Rivai, 2010) relating to all forms of financial remuneration and tangible services (Milkovich and Newman, 2002) as well as tools used to increase employee morale (Odunlami dan Matthew, 2014) and is one of the ways used to retain existing employees in the company (Maheswari dan Lutvy, 2017) with the aim of achieving internal and external stability and fairness (Haryani et al., 2015).

The compensation received by each employee is divided into two, namely financial compensation and non-financial compensation (Putrayasa et al., 2014). Financial compensation consists of direct financial compensation, namely compensation directly provided by the company to employees such as wages or salaries and indirect financial compensation, namely compensation provided by the company to employees indirectly such as protection programs, payments for time off work and employee benefits (Hasibuan, 2011).

Determination of the amount of compensation provided by the company to employees is determined based on the economic strength in an area, government regulations and the minimum standard wage set by the government for each work area (Gaol, 2014). Besides that, other factors that influence the amount of compensation received by employees are work performance, competence and level of employee productivity (Sari, 2015).

Based on the results of research that has been conducted by (Negash et al., 2014) states that the provision of compensation to employees has a positive and significant effect on increasing employee motivation, the same thing was

also stated by (Arshad et al., 2012) which states that the compensation provided by the company to employees has a positive and significant effect on increasing employee motivation. Based on the results of some of these studies, the hypothesis in this study is:

Hypothesis 1: Compensation has a positive and significant effect on increasing employee motivation.

2.2 *Organizational Culture*

Organizational culture is the values developed in a company that are used to direct the behavior of employees (Rizky et al., 2014) so that the company becomes more stable, more advanced and more anticipative of the changes that occur (Maith, 2015). There are two functions of organizational culture in companies, namely playing a role in carrying out tasks in the field of human resources and being a reference in preparing organizational positioning plans (Matondang, 2008).

There are three types of organizational culture, namely constructive organizational culture, passive-defensive organizational culture and aggressive-defensive organizational culture, where these three types of organizational culture are interconnected with a different set of normative beliefs (Sunyoto, 2013).

According to (Wibowo, 2017) characteristics of organizational culture that can be used as indicators of organizational culture in a company, namely innovation and risk taking, namely the extent to which employees are encouraged to innovate and dare to take risks, attention to detail, namely the extent to which employees are expected to show accuracy, analysis and attention to each in detail, outcome orientation is the extent to which the company focuses attention on results, techniques and processes used to achieve predetermined targets, people orientation, namely the extent to which management decisions can influence employees, team orientation, namely the extent to which work activities are organized to the team, aggressiveness, namely the formation of aggressive employee character in doing every job.

Based on the results of research that has been conducted by (Mohamed and Abubakar, 2013) states that the applied organizational culture has a positive and significant effect on increasing employee motivation, the same thing was also stated by (Guo et al., 2014) which states that the organizational culture adopted by a company has a positive and significant effect on increasing employee motivation. Based on the results of some of these studies, the hypothesis in this study is:

Hypothesis 2: Organizational culture has a positive and significant effect on increasing employee motivation.

3. **Research Methods**

3.1 *Research Design and Sample*

The research design used in this study uses a quantitative approach that is associative, namely research that examines the causal relationship between the independent variables, namely compensation (X_1) and organizational culture (X_2) to the dependent variable, namely increasing employee motivation (Y_1) (Sugiyono, 2017) at a paint company in Tangerang, Banten.

The sample used in this study were employees of a paint company in Tangerang, Banten with a total sample of 50 employees and data collection techniques used in this study were interviews, questionnaires and observation.

3.2 *Instrument Test*

3.2.1 *Validity Test*

The validity test was carried out to measure the research variables used in the questionnaire valid or not, the questionnaire can be said to be valid if the statements on the questionnaire are able to express something that will be measured by the questionnaire. The validity test is carried out by correlating the statement item scores with the total

score, if the value is positive and the r-count value is greater than the r-table value, the statement item can be said to be valid (Priyanto, 2014).

3.2.2 Reliability Test

Reliability test is a way to measure the consistency of a research instrument and to find out how far the research instrument can be trusted and relied upon in conducting research. The reliability test of a research instrument can be known from the results of the Cronbach's alpha (α) statistical test, a research instrument is said to be reliable if it produces a Cronbach's alpha (α) value greater than 0.60 (Siregar, 2013).

3.3 Classic Assumption Test

3.3.1 Heteroscedasticity Test

The heteroscedasticity test was carried out to find out whether in a regression model there is an inequality of variance from the residuals from one observation to another (Ghozali, 2011). In this study, the heteroscedasticity test used the scatter plot method, namely by looking at the scatter plot pattern of the regression plot, if the dots on the scatter plot spread in an irregular pattern above and below zero on the Y axis, then there is no heteroscedasticity problem (Harinaldi, 2005).

3.4 Hypothesis Test

3.4.1 Coefficient of Determination Test (R^2)

The coefficient of determination test serves to determine the extent to which the entire independent variable can explain the dependent variable. The value of the coefficient of determination is expressed in percentages ranging from $0 < R^2 < 1$, if the R^2 value obtained is close to 1, it means that the ability of the independent variables to explain the dependent variable is very strong (Gulo, 2006).

3.4.2 t-Test

The t test is used to determine the effect of the independent variables on the dependent variable partially by comparing the t-test with the t-table with a significance level of 0.05 (Sujarweni, 2015). If the t-count obtained has a value greater than t-table and a significance value of less than 0.05 then it rejects H_0 and accepts H_a , which means that the independent variable has a positive and significant effect on the dependent variable (Ghozali, 2011).

4. Research Results and Discussion

4.1 Instrument Test Results

4.1.1 Validity Test Results

The validity test was carried out to measure the research variables used in the questionnaire valid or not, the questionnaire can be said to be valid if the statements on the questionnaire are able to express something that will be measured by the questionnaire. The validity test is carried out by correlating the statement item scores with the total score, if the value is positive and the r-count value is greater than the r-table value, the statement item can be said to be valid (Priyanto, 2014).

Based on the table 1, the results of the validity test for each variable are obtained, including the compensation variable with 5 statements having an r-count value between 0.736 to 0.847 which is greater than the r-table value of 0.279, the organizational culture variable with 5 statements has an r-count value between 0.787 to 0.962 is greater than the r-table value which is equal to 0.279 and the variable increasing employee motivation with 5 statements has an r-count value

between 0.566 to 0.808 which is greater than the r-table value which is equal to 0.279. So that all statement items on this research variable can be said to be valid because they have an r-count value greater than the r-table value and all statement items on this research variable can be used.

Table 1. Validity Test Results

Variable	Inquiry Code	Corrected Item-Total Correlation	r Table	Information
Compensation	X _{1.1}	0.736	0.279	Valid
	X _{1.2}	0.752	0.279	Valid
	X _{1.3}	0.842	0.279	Valid
	X _{1.4}	0.776	0.279	Valid
	X _{1.5}	0.847	0.279	Valid
Organizational Culture	X _{2.1}	0.787	0.279	Valid
	X _{2.2}	0.962	0.279	Valid
	X _{2.3}	0.948	0.279	Valid
	X _{2.4}	0.847	0.279	Valid
	X _{2.5}	0.942	0.279	Valid
Increasing Employee Motivation	Y _{1.1}	0.566	0.279	Valid
	Y _{1.2}	0.802	0.279	Valid
	Y _{1.3}	0.569	0.279	Valid
	Y _{1.4}	0.597	0.279	Valid
	Y _{1.5}	0.808	0.279	Valid

Source: Primary data processed, 2023.

4.1.2 Reliability Test Results

Reliability test is a way to measure the consistency of a research instrument and to find out how far the research instrument can be trusted and relied upon in conducting research. The reliability test of a research instrument can be known from the results of the Cronbach's alpha (α) statistical test, a research instrument is said to be reliable if it produces a Cronbach's alpha (α) value greater than 0.60 (Siregar, 2013).

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Cronbach's Alpha standard	Decision
Compensation	0.839	0.60	Reliable
Organizational Culture	0.921	0.60	Reliable
Increasing Employee Motivation	0.806	0.60	Reliable

Source: Primary data processed, 2023.

Based on the table 2, the results of the reliability test for each variable were obtained and the cronbach's alpha (α) value for each variable was obtained, namely compensation of 0.839, organizational culture of 0.921 and increased employee motivation of 0.806. The Cronbach's alpha (α) value obtained from each research variable is greater than the comparative cronbach's alpha (α) value, which is greater than 0.60, so that all variables used in this study have good measurement consistency.

4.2 Classic Assumption Test Results

4.2.1 Heteroscedasticity Test Results

Figure 1 shows that the points on the scatter plot graph spread randomly in an irregular pattern above and below zero on the Y axis. This indicates that there is no heteroscedasticity in the regression model.

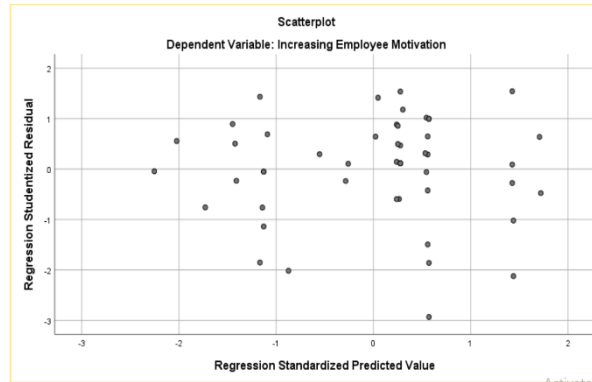


Figure 1. Heteroscedasticity Results

Table 3. Coefficient of Determination Test Results

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	0.932 ^a	0.869	0.865	0.098

Source: Primary data processed, 2023.

Based on the table 3, the results of the test for the coefficient of determination (R^2) obtained an R-square value of 0.869 which means that the variability of the independent variables can explain the dependent variable of 86.90% or this value states that the variables of compensation and organizational culture have an effect on increasing employee motivation by 86.90% and the remaining 13.10% is influenced by other variables.

4.3.2 t-Test Results

Hypothesis testing with t test is used to determine which partial hypothesis is accepted. The first hypothesis (H_1) states that compensation has a positive and significant effect on increasing employee motivation.

Table 4. The Results of the Hypothesis Test of Compensation on the Increasing Employee Motivation.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.628	.306		1.841	.000
	Compensation (X_1)	.951	.091	.834	10.492	.000

Source: Primary data processed, 2023.

Based on the table 4, it can be seen that the results of the first hypothesis test (H_1) obtained a t-count value of 10,492 greater than the t-table value of 1,677. Thus the first hypothesis proposed can be accepted, namely compensation has a positive and significant effect on increasing employee motivation. This is in accordance with the results of the coefficient of determination test (R^2) that has been carried out, where 86.90% increase in employee motivation is influenced by compensation and organizational culture.

The second hypothesis (H_2) states that organizational culture has a positive and significant effect on increasing employee motivation.

Table 5. The Results of the Hypothesis Test of Organizational Culture on the Increasing Employee Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.966	.078		3.680	.000
	Organizational Culture (X_2)	.719	.074	.815	9.731	.000

Source: Primary data processed, 2023.

Based on the table 5, it can be seen from the results of the second hypothesis test (H_2) that the t-count value is 9,731 which is greater than the t-table value, which is 1,677. Thus the second hypothesis proposed can be accepted, namely organizational culture has a positive and significant effect on increasing employee motivation. This is in accordance with the results of the coefficient of determination test (R^2) that has been carried out, where 86.90% increase in employee motivation is influenced by compensation and organizational culture.

5. Conclusion

The research that has been done aims to analyze the effect of compensation and organizational culture on increasing employee motivation. Based on the results of the data analysis that has been done, the following conclusions can be drawn: based on the results of the data analysis that has been carried out in the first hypothesis (H_1), the t-count value is 10,492, which is greater than the t-table value, which is 1,677 and in the second hypothesis (H_2), the t-count value is 9,731, which is greater than the t-table value, which is 1,677, which means that compensation and organizational culture have a positive and significant effect on increasing employee motivation, while the R-square value obtained is 0.869 which states that compensation and organizational culture have an effect on increasing employee motivation by 86.90% and the remaining 13.10% is influenced by another variable.

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