

Effect of Remuneration and Organizational Culture on Employee Performance with Motivation as Intervening Variable in Creative Media State Polytechnic

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Abstract:- The main objective of the development of the State of Indonesia in the field of human resources today is to create quality human resources and a prosperous Indonesian society. This is done considering the importance of improving the quality of human resources which continues to change by requiring each individual and group to be able to improve their performance. The purpose of this study was to see the effect of remuneration and organizational culture on employee performance with motivation as an intervening variable at the Creative Media State Polytechnic. The population consists of 80 respondents using descriptive and quantitative methods of the population. The results showed that each independent variable had a significant level of less than 0.05. This means that each independent variable has a significant effect on the dependent variable. The results of data analysis show that: (i) Remuneration has a positive and significant effect on employee performance, (ii) Organizational culture has no positive and significant effect on employee performance, (iii) Remuneration has a positive and significant effect on motivation, (iv) Organizational culture does not have a positive and significant effect on motivation, (v) Motivation has a positive and significant effect on employee performance (vi) Remuneration simultaneously has a positive and significant effect on performance through motivation, (vii) Organizational Culture simultaneously does not have a positive and significant effect on performance through motivation. It can be concluded that the remuneration variable has a positive and significant effect on employee work motivation. That is, the higher the employee's remuneration, the higher the employee's motivation, and vice versa if the remuneration is low, the lower the employee's motivation.

Keywords:- *Remuneration, Organizational Culture, Motivation, Employee Performance.*

I. INTRODUCTION

Background

Every organization has an interest in the best performance that can be produced by a series of systems that apply within the organization. Human resource management is one of the key factors to get the best performance, because in addition to dealing with skills and expertise, human resource management is also obliged to build conducive behavior for employees to get the best performance.

Performance is basically the responsibility of individuals working in organizations or companies. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities such as work standards, targets or criteria that have been mutually agreed upon and in accordance with Government Regulation No. 53 of 2010 concerning civil servant discipline and Government Regulation No. 11 of 2017 concerning Management of civil servants. According to (Vancevich 2010:229) Performance is the achievement of the work of employees within a certain period of time in achieving organizational goals.

In the government's effort to improve employee performance, it is inseparable from the stimulation and motivation of these employees both internally and externally. One of the government's efforts in improving the performance of employees in related agencies is by implementing a strategy of providing employee remuneration in accordance with the performance results that have been achieved by an employee.

Formulation of the problem

Based on the background above, it can be seen that the formulation of the problem to be studied is as follows:

1. Does remuneration have a significant effect on employee performance at the Creative Media State Polytechnic institution?
2. Does organizational culture have a significant influence on employee performance at the Creative Media State Polytechnic institution?

3. Does remuneration have a significant influence on employee motivation at the State Polytechnic of Creative Media institusi
4. Does organizational culture have a significant influence on employee motivation at the Creative Media State Polytechnic institution?
5. Does motivation have a significant influence on employee performance at the State Polytechnic of Creative Media
6. Does remuneration have a significant effect on employee performance through motivation at the Creative Media State Polytechnic institution?
7. Does organizational culture have a significant influence on employee performance through motivation at the Creative Media State Polytechnic institution?

Research Purposes

With the formulation of the problem that has been formulated above, the objectives of the research that the authors do are:

1. To determine the effect of remuneration on employee performance at the Creative Media State Polytechnic institution?
2. To find out the influence of organizational culture on employee performance at the State Polytechnic of Creative Media?
3. To find out the effect of remuneration on employee motivation at the State Polytechnic of Creative Media?
4. To find out the influence of organizational culture on employee motivation at the State Polytechnic of Creative Media?
5. To determine the effect of motivation on employee performance at the State Polytechnic of Creative Media?
6. To determine the effect of remuneration on performance through employee motivation at the Creative Media State Polytechnic institution?
7. To find out the influence of organizational culture on performance through employee motivation at the Creative Media State Polytechnic institution?

II. LITERATURE REVIEW

1. Human Resource Management

According to Hasibuan (2012), human resource management is the science and art of managing the relationship and the role of the workforce to be effective and efficient, helping the realization of the goals of the company, employees and society. According to DeCenzo and Robbins (2013), human resources are part of the organization related to the dimensions of people which in this case are related to staff, support, and junctions in the organization.

From the definitions of the experts above, it can be concluded that human resource management is a science related to the implementation of strategies starting from building programs for the utilization of human resources, development, and training, to achieve organizational goals. Human resource management creates a strategy that is in accordance with the situation of employees/humans with the circumstances of the organization or company, then aligned

in such a way, so as to increase the effectiveness and efficiency of the company.

2. Remuneration

The definition of remuneration is payment or in other words, remuneration is a monetary or other reward that has been determined by certain regulations in exchange for work that is routine in nature. Remuneration is the remuneration given to employees as a result of the achievements they have given in order to achieve organizational goals in Sofa (2012). According to Byars and Rue in Fitria (2014), remuneration is an award or remuneration for services provided to employees or employees. According to Ruky and Surya in Handayani (2014), remuneration is compensation or all expenses incurred by the company to be received and enjoyed by its employees, either directly, routinely, or indirectly.

Thus remuneration is expected to have a positive influence on employee performance, namely the higher the remuneration, the higher the impact on employee performance in obtaining, maintaining, and maintaining optimally qualified employees.

3. Organizational Culture

The definition of Organizational Culture according to Robbins according to Robbins and Judge (2015) is Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. Which can be translated into a system of sharing meaning by members that distinguishes an organization from other organizations.

Organizational culture represents the perceptions of members of the same organization. Therefore, we would expect individuals with different backgrounds or at different levels of the organization to describe culture in the same terms. Organizational culture is a very complex thing, for that in its implementation organizational culture must have several characteristics, as a tangible manifestation of its existence. Each of these characteristics in its application will support the goals of the organization.

4. Motivation Concept

According to Armstrong (2014: 170) motivation is the strength and direction of behavior and the factors that influence people to behave in certain ways.

Mangkunegara (2017) suggests that there are two techniques to motivate employee work, namely: (1) employee needs fulfillment techniques, meaning that fulfilling employee needs is the fundamental underlying work behavior, (2) persuasive communication techniques, which are one of the techniques for motivating employee work. which is done by influencing extra logically.

Prof. Dr. David C. McClelland, an American psychologist from Harvard University in his theory of motivation as quoted by Mangkunegara (2017) suggests that a person's productivity is largely determined by the "mental virus" that exists in him. Mental virus is a mental condition

that encourages a person to be able to achieve his maximum performance. The mental virus in question consists of 3 need drives, namely: Need of Achievement (need for achievement), Need of affiliation (need to expand relationships), and Need of power (need to master something).

5. Employee Performance Concept

According to the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does work (Luthans, 2011:394). According to him, performance is not only influenced by a number of efforts made by a person, but is also influenced by his abilities, such as: knowledge, work, expertise and how a person feels the role he carries.

And according to Robert L. Mathis and John H. Jackson (2011: 125) the factors that affect individual performance, namely: ability, motivation, support received, the existence of work done, employee relations and organization.

From the opinions of the experts above, it can be concluded that the dominant factors that affect performance are ability and motivation (Kasmir, 2015: 195). Thus additional project success is usually expressed in terms of meeting three main objectives namely: timely completion, completion within budget and completion at the desired quality level or technical specifications (Tukel and Rom, 2001). ; Xiao and Proverbs, 2003: 400)

RESEARCH HYPOTHESES

- H1 : Remuneration affects performance
- H2 : Organizational Culture Affects Performance

- H3 : Remuneration affects motivation
- H4 : Organizational Culture Affects Motivation
- H5 : Motivation affects performance
- H6 : Remuneration affects performance through motivation
- H7 : Organizational Culture Affects Performance through Motivation

III. RESEARCH METHODS

The type of method used in this study is a quantitative method. Quantitative methods are experimental and survey research methods. This research is a quantitative approach. According to Sugiyono (2018:15), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing hypotheses. has been established. The analytical method in accordance with this research is Multiple Regression Analysis to find the effect of each with Statistical Software, namely SPSS Version 23.

IV. RESULTS AND DISCUSSION

According to Sugiyono (2013: 70) path analysis is part of a regression model that can be used to analyze causal relationships between one variable and another. Path analysis is used by using correlation, regression and path so that it can be known to arrive at the intervening variable.

The results of testing the independent variables of remuneration and organizational culture on employee performance through motivation, are shown in Table 1 as follows:

Table 1 Results of Path Analysis Model 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,625	1,167		1,393	,168
REMUNERATION	,464	,052	,429	8,862	,000
ORGANIZATIONAL CULTURE	-,016	,015	-,022	-1,007	,317
MOTIVATION	,584	,049	,577	11,914	,000

Source: Primary Data (processed 2021)

Regression models that can be written in the results in the form of standard form regression equations are:

$$Z = 1,625 + 0,464X_1 + 0,-016X_2 + 0,584 Y$$

The regression equation can be explained as follows:

Regression coefficient X1 (Remuneration), X2 (Organizational Culture) Y (Motivation) obtained a positive coefficient sign. Based on the above equation, it can be seen that the most independent variable is the remuneration variable with a coefficient of 0.464, then followed by the

organizational culture variable with a coefficient of 0.016, and followed by the motivation variable with a coefficient of 0.584. The positive coefficient indicates the effect of the relationship between the independent variable and the dependent variable is in the direction of In other words, if the independent variable increases, the dependent variable also increases.

The results of testing the independent variables of remuneration and organizational culture on employee performance are shown in Table 2 as follows:

Table 2 Results of Model 2 Path Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	1,517	1,623		,934	,353
	REMUNERATION	-,187	,101	-,174	-1,847	,069
	ORGANIZATIONAL CULTURE	,014	,021	,020	,652	,516
	EMPLOYEE PERFORMANCE	1,115	,094	1,128	11,914	,000

Source: Primary Data (processed 2021)

Regression models that can be written in the results in the form of standard form regression equations are:

$$Z = 1,517 + 0, -187X_1 + 0, -014X_2 + 1,115 Y$$

The regression equation can be explained as follows:

Regression coefficient X1 (Remuneration), X2 (Organizational Culture) Y (Employee Performance) obtained a positive coefficient sign. Based on the above equation, it can be seen that the most independent variable is the remuneration variable with a coefficient of 0,-187 followed by the organizational culture variable with a coefficient of 0.014, and followed by the employee performance variable with a coefficient of 1.115. The positive coefficient indicates the effect of the relationship between the independent variable and the dependent variable. In other words, if the independent variable increases, then the dependent variable also increases.

The results of the path analysis show how far the influence of one independent variable individually in explaining the variation of the dependent variable. Based on Table 1. it can be seen that each independent variable has a significant level of less than 0.05. This means that each independent variable has a significant effect on the dependent variable. The following describes the calculation results of each variable:

1. H1 : Effect of Remuneration (X₁) on Employee Performance

Ho: There is no effect of remuneration on employee performance Ha: there is an effect of remuneration on motivation. Based on table 2. it is obtained that the t_{count} value of the remuneration variable (X₁) is -1.847, while the t_{table} is 1.667 and the significance value is 0.069 which is smaller than 0.05. Therefore, $t_{count} > t_{table}$, Ho is rejected and Ha is accepted, which means that remuneration has an effect on employee performance at Creative Polymedia. This means that employees who provide a good perception of the remuneration given so far will increase their performance. This is supported by research by Sitinjak et al (2016) which concludes that there is a significant effect of remuneration on performance. This proves that remuneration according to grade can improve employee performance. when employees get more workloads and get appreciation for their work will make employees feel appreciated for their hard work.

2. H2: The Influence of Organizational Culture (X₂) on Performance

Ho : There is an influence of Organizational Culture on Employee Performance Ha : There is no influence of Organizational Culture on Employee Performance Based on table 1. It was found that the t_{count} value of the remuneration variable (X₁) is -1.007 while the t_{table} is 1.667 and the significance value is 0.317, which is smaller than 0.05. Therefore, $t_{count} > t_{table}$, Ho is rejected and Ha is accepted, which means that Organizational Culture has no effect on Employee Performance at Creative Polymedia. This result is not in accordance with the findings studied by Wahyuni (2015) concluding that there is a positive influence of Organizational Culture on Performance. In this case, employees hope that there are improvements that need to be considered through aspects of work quality, job risk factors so that they can motivate employees to improve more optimal performance.

3. H3 : Effect of Remuneration (X₁) on Motivation

Ho: There is no effect of Remuneration on Motivation Ha: There is an effect of Remuneration on Motivation Based on table 1. it is obtained that the t_{count} value of the Remuneration variable (X₁) is 8.862 while the t_{table} is 1.667 and the significance value is 0.000 less than 0.05. Therefore, $t_{count} > t_{table}$, Ho is rejected and Ha is accepted, which means that remuneration has an effect on motivation in Creative Polymedia. These results are in accordance with the findings studied by Palagia et al (2012) who use remuneration, motivation, and job satisfaction as independent variables, while employee performance as the dependent variable. The results of the study indicate that if remuneration, motivation, and job satisfaction are increased, it will increase the performance of employees at the agency.

4. H4 : The Influence of Organizational Culture (X₂) on Motivation

Ho: There is an influence of Organizational Culture on Motivation Ha: There is no influence of Organizational Culture on Motivation. Based on table 1. it is found that the t_{count} value of the Organizational Culture variable (X₂) is -1.007 while the t-table is 1.667 and the significance value is 0.516 which is smaller than 0.05. Therefore, $t_{count} > t_{table}$, Ho is rejected and Ha is accepted, which means that Organizational Culture has no effect on Motivation in Creative Polymedia. This is not in line with the research of Istiqomah, Suharnomo, Mirwan Surya Perdhana (2017) which shows that organizational culture has a positive and significant effect on motivation.

5. H5 : The Influence of Motivation (Y) on Employee Performance

Ho: There is no influence of motivation on employee performance Ha: there is influence of motivation on employee performance Based on table 1. it is obtained that the t_{count} value of the Motivation variable (Y) is 11,914 while the t_{table} is 1,667 and the significance value is 0.000 less than 0.05. Therefore, $t_{count} > t_{table}$, Ho is rejected and Ha is accepted, which means that motivation affects employee performance at Creative Polymedia. These results are in accordance with the findings studied by Istiqomah, Suharmomo, Mirwan Surya Perdhana (2017) showing that motivation has a positive and significant effect on employee performance. This proves that giving awards, facilities, good working equipment, working relations between employees and good leaders make employees motivated to work even better.

6 H6 : The Effect of Remuneration on Employee Performance through Motivation

It is known that the direct effect of remuneration on employee performance is 0.174. while the indirect effect of remuneration through motivation on employee performance is $0.429 \times 11.914 = 5.111$. Then the total effect of remuneration on employee performance is $0.174 + 5,111 = 5,285$. Based on the calculation results above, it is known that the direct influence value is 0.174 and the indirect effect is 5.111, which means that the indirect influence value is greater than the direct influence value, these results indicate that indirectly remuneration through motivation has a significant effect on employee performance. These results are in accordance with the findings studied by Sitinjak et al, (2016), showing that remuneration has a significant effect on performance mediated by employee motivation.

This proves that remuneration is expected to provide encouragement and work motivation for employees to keep working hard. In addition to motivating, the role of remuneration is very important in order to create high performance. This is because each employee has different needs and expectations.

7. H7 : The Influence of Organizational Culture on Employee Performance through Motivation

It is known that the direct influence given by Organizational Culture on Employee Performance is 0.020. while the indirect effect of organizational culture through motivation on employee performance is $0.022 \times 11.914 = 0.262$. Then the total influence given by Organizational Culture on Employee Performance is $0.020 + 0.262 = 0.282$. Based on the calculation results above, it is known that the direct influence value is 0.020 and the indirect influence is 0.262, which means that the indirect influence value is greater than the direct influence value, these results indicate that organizational culture through motivation indirectly has a significant influence on employee performance. These results are in accordance with the findings studied by Syauta et al., (2012:73) in their research, which suggests that organizational culture does not have a significant influence on employee performance.

V. CONCLUSIONS AND SUGGESTIONS

CONCLUSION

1. Remuneration has a positive and significant effect on employee performance. The results of this study are in line with previous research
2. Organizational culture has no positive and significant effect on employee performance. The results of this study are in line with previous research
3. Remuneration has a positive and significant influence on the motivation of the results of this study in line with previous research
4. Organizational culture has no positive and significant effect on motivation. The results of this study are not in line with previous research
5. Motivation has a positive and significant influence on employee performance. The results of this study are in line with previous research
6. Remuneration has a positive and significant effect on performance through the motivation of the results of this study in line with previous research
7. Organizational culture has a positive and significant influence on performance through motivation.

SUGGESTION

1. Creative Media State Polytechnic to increase employee motivation, it is hoped that the agency will continue to maintain and increase remuneration/performance allowances for employees, especially the provision of remuneration that must be adjusted to the workload borne by employees. So that employees feel valued and treated fairly. It is necessary to have dynamic and conducive working conditions that can improve employee professionalism which has an impact on increasing employee motivation in doing their work.
2. Creative Media State Polytechnic needs to encourage its employees to have an open attitude towards other employees in terms of expressing criticism and suggestions. So that every employee will be able to evaluate and introspect their shortcomings optimally. Although Organizational Culture does not have a significant influence on Employee Performance, the positive influence of Organizational Culture still exists and still needs to be socialized to employees.
3. Creative Media State Polytechnic can improve work culture values that are still lacking, besides that the leadership must pay more attention to the implementation of work culture training for each employee so that each employee can better absorb and implement the values of work culture optimally.
4. To future researchers

It is hoped that in the future it can be used as a source of data for further research and further research is carried out based on other factors, different variables, larger number of samples, different places, more appropriate designs and keeping in touch with remuneration/benefits. performance, and work motivation.

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