

ORGANIZATIONAL CULTURE, LEADERSHIP STYLE, WORK MOTIVATION, AND COMPENSATION ON PERFORMANCE OF FINANCE EMPLOYEES

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Abstract

This study aims to analyze and determine the influence of culture, organization, work motivation, leadership style, and compensation on the performance of employees in the finance department in the Medan City Government. This study uses a method with a quantitative approach, namely by using primary data derived from questionnaires through Likert scale measurements. In this study, the population in question is the whole of the State Civil Apparatus in the finance department of the Medan City Government with a total population of 231 people. The sampling in this study used a purposive sampling technique which resulted in 68 people as respondents. The data analysis method in this study is multiple linear regression whose calculations are assisted by the IM SPSS version 26 software. The results of this study indicate that: (1) there is a significant influence on organizational culture, work motivation, leadership style, and compensation for the performance of employees in the department. viewed as a stimulant, (2) there is a good influence of organizational culture, work motivation, leadership style, and the provision of compensation to the performance of employees in the finance department which is seen partially..

Keywords: Organizational Culture, Leadership Style, Work Motivation, Performance, Compensation



INTRODUCTION

In connection with the era that continues to develop and create the current era of globalization, bringing the influence to increase competitiveness in the field of government must have advantages, so that they are able to survive both in terms of work quality and work results in an agency, especially employees (ASN) in the financial sector in government. Medan city. As a center for reporting financial reports, the Medan City government must have the ability to present financial reports that are transparent, efficient, and effective. Therefore, the goal of the organization that needs to be obtained is good employee performance, because the performance of the employee will bring the success of the organization concerned.

Performance according to Sutrisno (2016) is the ability of an individual to perform a task and have work results obtained by a group or individual in an organization that is in line with the duties, authorities, and responsibilities of each individual, as well as the implementation of functions and behaviors that are in harmony. also with the obligations assigned to him related to the quality, time, and quantity in carrying out his duties. Organizational culture, work motivation, leadership style, and compensation can be a factor that supports the improvement of employee performance in an organization.

Competent resources can be built by creating a good organizational culture, this is done by changing behavior that can make adjustments to an upcoming challenge. Organizational culture is an

invisible force, it can make people in the organization motivated to do work.

In addition, the results of employee performance, especially employees in the finance department, will be affected by the organizational culture. In general, organizational culture is how the organization communicates to its environment and has good interactions with attitudes and mindsets about work in the organization.

Organizational culture according to Soetopo (2012) is a knowledge framework for all individuals in the organization, so that organizational culture becomes a norm and value that is expected to be aligned to improve employees and creativity in an organization.

Strong organizational culture will make a positive influence on the company, namely the achievement of the goals of a company. However, if the organizational culture is at odds with the goals of the company, it will adversely affect the development of the company concerned. In a strong organizational culture in a company, the values upheld will provide a deep understanding of the organizational community. This will also affect the behavior, performance, and effectiveness of the organization

RESEARCH METHODS

This research framework is used so that research can be more easily understood and the research carried out is good.

In this study, data collection used a questionnaire collection technique. The questionnaire according to Sugiyono is a way of collecting data by asking written





questions to respondents to get answers and then processing and studying them for research.

In this study, the research method used is a statistical analysis method and uses multiple analysis, this has the aim of knowing the correlation of the dependent and independent variables. The formula for multiple linear regression analysis can be written as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + e$$

Description:

Y =Performance of Finance Department Employees A =Constant

b_1 =Regression Coefficient x_1 =Organizational Culture Variable
 X_1 (Organizational Culture) x_2 =Leadership Style

b_2 =Regression Coefficient x_3 =Work Motivation

Variable X_2 (Leadership Style) x_4 =Compensation

b_3 =Regression Coefficient e =Error

Variable X_3 (Work Motivation)

b_4 =Regression Coefficient

Variable X_4 (Compensation)

Ghozali (2011: 98), the F statistic test essentially shows whether all of the independent variables given to the model have the same effect on the dependent variable. The way to test this hypothesis is $H_0: b_{1,2,3,4} = 0$, meaning that all X variables simultaneously affect variable Y. $H_0: b_{1,2,3,4} \neq 0$, meaning that all X variables simultaneously affect Y variable.

Amount $F_{bytable}$:

a. If $F_{count} < F_{table}$, then H_a is rejected and H_0 is accepted, and the value of $\text{sig} > 0.05$.

b. If $F_{count} > F_{table}$ then H_a is accepted and H_0 is rejected, and $\text{sig} < 0.05$.

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RESULTS AND DISCUSSION

The study was conducted in 33 OPD PEMKO MEDAN. The sample selected to be given a questionnaire in this study were 165 people. It aims to obtain the necessary data on the research written. A total of 84 questionnaires that have been distributed by the authors who have returned. There are 68 sheets or 41.2% of questionnaires that can be used, so there are 9.7% of questionnaires or 16 sheets that cannot be used because they do not have complete data, as many as 49.1% of questionnaires or 81 sheets cannot be used because they have exceeded the limit set. determined by the author. There are 32.5% or 16 people who are male and 76.5% or 52 people who are female from the 68 questionnaires that have been distributed. There are 73.5% or 50 respondents aged 30 to 50 years, while there are 69.1% or 47 respondents who





have a working period of more than 5 years. Then, there are 98.5% or 67 people whose last education level is college.

The validity test will be carried out by comparing the value of r_{count} with r_{table} . With the number of observations (n) = 68 and a confidence level of 5%, the degrees of freedom (db) = $n - 2 = 68 - 2 = 66$ and obtained $r_{table} = 0.2387$. Based on the results of calculating the validity of each item on the variables of organizational culture, leadership style, work motivation, compensation, and employee performance, the value of $r_{count} > r_{table}$ is obtained so that it can be concluded that all question items in the five variables are declared valid. (Attachment).

Table 1. Test Results Reliability

Variable	Cronbach's alpha	NilaiKritis	Kesimpulan
Budaya organisasi	0.726	0.6	Reliabel
Gaya kepemimpinan	0.748	0.6	Reliabel
Motivasikerja	0.778	0.6	Reliabel
Kompensasi	0.734	0.6	Reliabel
Kinerja pegawai	0.628	0.6	Reliabel

The statistical value used to test the reliability in this study is Cronbach's Alpha. If Cronbach's alpha has a value greater than 0.6, then the questionnaire can be called reliable. Referring to the calculation of the reliability of the variables listed in Table III.1, a value of more than 0.6 is obtained from Cronbach's alpha, so that the questionnaire can be used and is said to be reliable.

Table 2. Descriptive Statistics

	N	Minimu m	Maximu m	Mea n	Std. Deviat ion
BudayaOrganisasi	68	6	15	12,57	2,326
Gaya Kepemimpinan	68	6	15	12,69	2,268
MotivasiKerja	68	5	15	10,76	2,655
Kompensasi	68	5	15	11,62	2,654
Kinerja	68	5	15	11,81	2,377
Valid (listwise)	N 68				

In this study, four factors are used which are thought to have an influence on employee performance, namely organizational culture, leadership style, work motivation, and compensation. The organizational culture factor has the smallest score of 6, the largest score of 15, the average score of 12.5735, the standard deviation of 2.32646, and the variance of 5.412. The leadership style factor has the smallest score of 6, the largest score of 15, the average score of 12.6912, the standard deviation of 2.26760, and the variance of 5.142. The work motivation factor has the smallest score of 5, the largest score of 15, the average score is 10.7647, the standard deviation is 2.65486, and the variance is 7.048. The compensation factor has the





smallest score of 5, the largest score of 15, the average score of 11.6176, the standard deviation of 2.65437, and the variance of 7.046. Finally, the employee performance variable in the finance department has the smallest score of 5, the largest score of 15, the average score is 11.8088, the standard deviation is 2.37686, and the variance is 5.649.

In general, the highest average score is owned by the leadership style factor. While the lowest average score is in the work motivation factor. The work motivation factor also has the highest diversity score of 2.65486. While the leadership style factor has the lowest score diversity, which is 2.26760

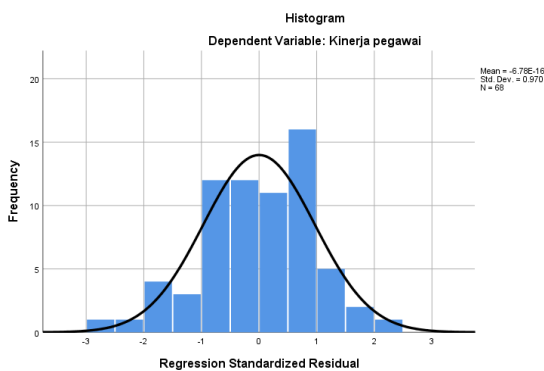


Figure 1 . Histogram

Seen if the shape of the residual distribution model resembles a bell shape. Then the conclusion obtained is that the model residuals are normally distributed

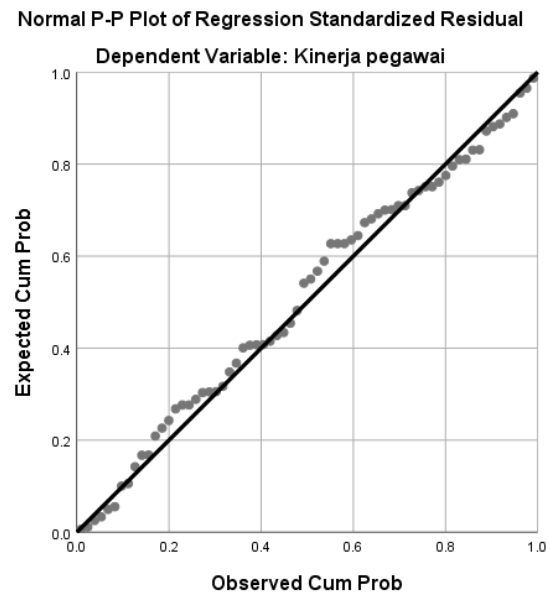


Figure 2. P-Plot

Seen if almost all residual points approach the normal line. In addition, there are also no points that deviate far from the line so that there are no outliers in the residuals. From these results, it can be concluded that the residual regression model formed has followed the normal distribution. Then the results of normality testing using the Kolmogorov - Smirnov test are shown as follows:

Table 3. Kolmogorov-Smirnov . Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		68
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.76554830
	Most Extreme Differences	Absolute





	Positive	.044
	Negative	-.087
Test Statistic		.087
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Then proceed with doing Test Park. Based on Table 3, the significance values of the variables of organizational culture, leadership style, work motivation, and compensation are 0.916, 0.352, 0.922, and 0.778 which are greater than 0.05. Then the conclusion obtained is that there are no symptoms of heteroscedasticity in the residual mode.

Table 4. Multiple Linear Regression Test Results

Coefficients ^a			
Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	.047	.561
	Budayaorganisasi	.216	.104
	Gaya kepemimpinan	.304	.117
	Motivasikerja	.181	.069
	Kompensasi	.279	.078

The interpretation based on the multiple linear regression equation above is described as follows:

1. The constant value of 0.047 is the general average value of the performance

of employees in the finance department. That is, if the independent variable is zero, then the performance of the finance department employee is worth 0.047.

2. The coefficient value of the organizational culture factor is 0.216. This means that if the organizational culture score increases in one unit, it will increase the employee performance score by 0.290 units by assuming the other independent variables remain.

3. The coefficient value of the leadership style factor is 0.304. This means that if the leadership style score increases by one unit, it will increase the employee performance score by 0.304 units assuming the other independent variables are fixed.

4. The coefficient value of the work motivation factor is 0.181. This means that if the work motivation score increases by one unit, it will increase the work motivation score by 0.181 units by assuming the other independent variables remain.

The coefficient value of the compensation factor is 0.279. So, if there is an increase in compensation in one unit, it will increase the score of employee performance by 0.279 units by assuming other independent variables remain.

Table 5. Test Results Coefficient of Determination (R Test)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947 ^a	.896	.890	.78948





Value of Adjusted RiSquare is 0.890. That is, the large diversity of employee performance in the finance department which can be clarified by factors of organizational culture, leadership style, work motivation, and compensation is 89% and the remaining 11% is explained by other independent variables such as job satisfaction, commitment, loyalty, work environment.

Table 6. Simultaneous Test Results (F Test)

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	339.248	4	84.812	136.075	.000 ^b
Residual	39.266	63	.623		
Total	378.515	67			

There are 68 samples (n) in this study, and the total number of variables (k) is 5, which makes it obtained:

$$df1 = k - 1 = 5 - 1 = 4$$

$$df2 = n - k = 68 - 4 = 64$$

Based on Table 6 the Fcount value is 136,075, the significant value is 0.000. Ftable value is 2.52. Thus, Fcount > Ftable (136,075 > 2.52), and the significant value is 0.000 < 0.05. So, the conclusion obtained is that organizational culture, leadership style, work motivation, and compensation factors have a simultaneous effect on the performance of employees in the finance department.

Table 7. Partial Test Results (T Test)

Model	Coefficients ^a				Sig.
	Unstandardized Coefficients		Standardized Coefficients	t	
	B	Std. Error	Beta		
1 (Constant)	.047	.561		.083	.934
Budayaorganisasi	.216	.104	.212	2.072	.042
Gaya kepemimpinan	.304	.117	.290	2.601	.012
Motivasikerja	.181	.069	.202	2.635	.011
Kompensasi	.279	.078	.312	3.581	.001

Test results of each independent variable in the form of Tcount value and significance. With the number of observations (n) = 68 and a confidence level of 5%, the degrees of freedom (db) = n - k - 1 = 68 - 4 - 1 = 63 and obtained T table = 1.6694. The following is an explanation of the results of the partial test in each independent variable:

1. On the organizational culture factor, the value of Tcount is 2.072 and the significance is 0.042. From these results, it is known that if Tcount > Ttable (2,072





>1,6694) and $\text{sig} < 0,05$ then H1 is accepted. So the conclusion obtained is that organizational culture factors have a significant good influence on the performance of employees in the finance department.

2. On the leadership style factor, the Tcount value is 2.601 and the significance is 0.012. From these results, it is known that if $\text{Tcount} > \text{Ttable}$ ($2,601 > 1.6694$) and $\text{sig} < 0.05$, then H2 is accepted. So the conclusion obtained is that the leadership style factor has a significant good influence on the performance of the finance department employee.

3. On the work motivation factor, the Tcount value is 2.635 and the significance is 0.011. From these results, it is known that if $\text{Tcount} > \text{Ttable}$ ($2,635 > 1.6694$) and $\text{sig} < 0.05$, then H3 is accepted. So the conclusion obtained is that work motivation factors have a significant good influence on the performance of employees in the finance department.

4. In the compensation factor, the Tcount value is 3.581 and the significance is 0.001. From these results, it is known that if $\text{Tcount} > \text{Ttable}$ ($3.581 > 1.6694$) and $\text{sig} < 0.05$, then H4 is accepted. So the conclusion obtained is that the compensation factor has a significant good influence on the performance of the financial department employees.

The results of this study are in line with Rivai's theory (2012, p. 374) which states that organizational culture is a framework that acts as a guide for behavior on a daily basis and can shape decisions for employees and provide direction for actions taken to achieve company goals.

An organizational culture that is constructive and healthy has the effect of providing improved performance for employees.

The results of this study are in line with Mangkunegara (2013: 94), motivation is a condition that provides encouragement for individuals to get maximum achievement. When employees have strong motivation when doing their work, it will produce a good performance as well.

The results of this study are also in line with Kasmir (2016), that compensation is a reward by the company to its employees, this can be in the form of money or not. So, it can be said that compensation is able to have an influence on the performance of employees who are given compensation, especially the financial part

CONCLUSION

Partially Organizational Culture, Leadership Style, Work Motivation and Compensation have a positive and significant impact on the Performance of Finance Officers in the Medan City Government. And simultaneously Organizational Culture, Leadership Style, Work Motivation, and Compensation have a positive and significant impact on the Performance of Finance Officers in the Medan City Government.

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