



The Influence of Organizational Culture, Work Discipline And Compensation Toward Employee Performance At PT. Jasa Marga

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Abstract: *This research was conducted to explain the partial or simultaneous influence of the variables of organizational culture, work discipline and compensation on the performance of employees at PT. JASA MARGA. The total population used is 78 respondents, employees who work at PT. JASA MARGA which was taken using a questionnaire as a data collection method in this study. This study uses multiple linear regression analysis. The results of the analysis show that there is a simultaneous significant effect between the three variables, and a partially significant influence between the organizational culture, work discipline and compensation variables on the performance of employees at PT. Jasa Marga.*

Keywords: *organizational culture; work discipline; compensation*

I. Introduction

The development of organizations in the increasingly rapid globalization era makes the competition in an organization even tighter, human resources have an important role in today's business competition. It is said that companies with good human resources will be able to compete with other companies. This proves that the quality of human resources also determines the quality and future of the company. This study was conducted to explain the partial or simultaneous influence of organizational culture, work discipline, and compensation variables on employee performance at PT. Jasa Marga.

PT. Jasa Marga (Persero) is an open company, engaged in the construction and operation of toll roads, as a ring road, which is expected to reduce the density of arterial roads in the city, as well as facilitate the flow of traffic to the west; south; and east. And allowed to establish branches throughout the territory of the Republic of Indonesia. Branch Offices function as implementing units of business activities. PT. Jasa Marga (Persero), Tbk Medan Branch is part of PT. Jasa Marga (Persero), which is a State-Owned Enterprise (BUMN) as the organizer and manager of roads and toll bridges in its working area. For 33 years the existence of toll roads in Indonesia has been proven and experienced in building and operating toll roads in Indonesia.

As one of the state-owned companies, PT Jasa Marga (Persero), Tbk Medan which provides freeway services to the public, hopes that its business activities run well and smoothly, and the company can continue to grow and become global. Therefore, in an effort to achieve the goals and expectations of the company's management, its human resources or employees who work at the company are required to have the same concept to achieve the company's goals.

In order for the company's goals to be achieved, every company is required to have a high discipline attitude at work. Hasibuan (2012) suggests that good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him. Therefore, every employee who works at PT. Jasa Marga (Persero), Tbk Medan Branch must have a high level of discipline, by having a high level of discipline every employee will be able to complete every task and responsibility assigned to him, even though the workload he bears is very heavy and difficult to complete.

Employee performance that occurred at PT. Jasa Marga is considered to be still less than optimal based on the Pre-Survey conducted to 78 correspondents. The results of the pre-survey questionnaire recapitulation regarding the performance obtained in the human resources section show that the behavior of individual employees is less concerned with the results of their work, causing activities in their work in the office to be not optimal, consumers are still found who complain to the company related to the services provided by employees, employees not on time and always delay in completing tasks assigned by superiors. This causes employee performance to decline and company goals will be difficult to achieve.

The following data recapitulation of employee attendance at PT. Jasa Marga for 6 months from January 2021 up to June 2021 are as follows:

Table 1. Recapitulation of Employee Absence PT. Jasa Marga
Period January 2021 – June 2021

Bulan	Absensi				
	Sick	Permissi on	Absent	leave	Training
January	7	9	14	5	-
February	5	4	9	4	-
March	2	9	8	3	-
April	7	10	12	7	-
May	3	15	11	2	-
June	3	13	18	9	-

Data Source: Employee Field 2021

Based on the data in Table 1.1 above, it can be seen the level of absenteeism of all employees of PT Jasa Marga in the January-June 2021 period experienced increases and decreases in all aspects. And it can be seen that in February and March the absenteeism rate is reduced. Meanwhile, in other months, attendance rates such as permits, sickness and leave seen to increase and decrease. This gives an illustration that the level of employee discipline is not optimal. The indication lies in the lack of work discipline possessed by employees and self-awareness of employees while working.

Based on the background of the problems that have been described and to obtain clarity on the problems to be discussed, the authors identify the following problems: employees are less innovative in designing activities in their work, so that their work is less than optimal, employees often come not on time, compensation provided by the company is not in accordance with the contributions that employees give to the company, employees always delay in completing the assigned tasks.

II. Review of Literature

2.1 Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, (Mangkunegara, 2017). Performance is also the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not violating the law and not contradicting morals and ethics (Afandi, 2018). Performance indicators according to Mangkunegara (2013) are:

a. Quality of work

Demonstrate tidiness, thoroughness, linkage of work results without neglecting the volume of work. Good quality work can avoid error rates in completing a job that can be beneficial for the progress of the company.

b. Working Quantity

Shows the large number of types of work carried out at one time so that efficiency and effectiveness can be carried out in accordance with company goals.

c. Responsibility

Shows how much employees accept and carry out their work, take responsibility for the work of the facilities and infrastructure used and their work behavior every day.

d. Cooperation

Willingness of employees to participate with other employees both vertically and horizontally

2.2. Compensation

Compensation is a term related to financial rewards. According to Hasibuan (2016) compensation is something that is received by workers as compensation for their work. In addition, compensation is everything that workers receive as compensation for their work, Handoko (2014). In general, the form of compensation is in the form of financial because of the monetary expenditure made by the organization. Compensation can be given directly to employees, or indirectly, where employees receive compensation in nonmonetary forms. Compensation is in the form of money, meaning that salaries are paid in currency to the employee concerned. Compensation is in the form of goods, meaning that salaries are paid in kind. Compensation indicators according to Hasibuan (2016):

a. Wage or Salary

Wages and salaries are different things. Wages are a pay base that is often used for production and maintenance workers or for daily workers who are not employees or permanent employees. Wages are usually paid daily, weekly or monthly according to the agreement between the worker and the employer. Salaries generally apply to a weekly, monthly, or yearly rate of pay that is given on a regular basis.

b. Incentives

Incentives are additional compensation beyond the salary or wages provided by the organization. Incentives are usually given by the company on the basis of employee performance or

employee productivity. Employees with good performance or work productivity will receive incentives from the company.

c.Allowances

Allowances are payments or services provided by the company as a protector or complement to the basic salary. Examples of benefits as health and life protection, company vacations, pension plans, and other benefits related to employee relations.

d.Facilities

Understanding Compensation in the form of facilities provided by the company to facilitate and facilitate and motivate employees to work. Examples of amenities are enjoyment or amenities such as company cars, club memberships, dedicated parking spaces, or internet access, uniforms.

III. Research Method

The research approach carried out in this research is comparative descriptive. n = 78 Russiadi (2017), associative/quantitative research is research that aims to determine the relationship between two or more variables, where with this research a theory will be built that functions to explain, predict and control a symptom. While quantitative associative research is research by obtaining numbers or qualitative data that is numbered.

3.1 Place and Time of Research

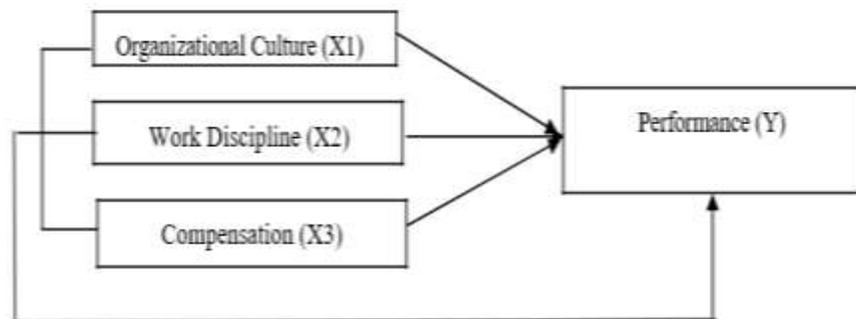
This research was conducted at PT. Jasa Marga Medan having its address at Jalan Aluminium Raya, Tj. Mulia Medan. The research was conducted starting from September 2021 until December 2021:

Table 2. Operational Definition of Research Variables

Variable	Definition	Indicator
Culture Organization (X1)	A positive, dominant and strong system carried out by members that distinguishes an organization from other organizations, such as a culture that emphasizes individual growth, expresses the noble values that are given and is intensively embraced and widely disseminated. (Robbins, 2015)	1. Innovation and risk taking 2. Paying attention to details 3. Orientation 4. Aggressiveness Stability (Robbins, 2015)
Work Discipline (X2)	A person's awareness and willingness to obey all company regulations and applicable social norms	a) Aims Ability b) Level of vigilance c) Adherence to
	(Hasibuan, 2012)	standards work d) Compliance with work regulations

		e) Work ethic (Hasibuan, 2012)
Kompensation (X3)	Something that workers receive in return for their work. (Hasibuan, 2016)	1. Wage or salary 2. Incentive 3. Allowance 4. Facilities (Hasibuan, 2016)
Performance Employee (Y)	Work results in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to him (Mangkunegara, 2013)	1. Quality of Work 2. Working Quantity 3. Responsibility 4. Cooperation 5. Initiative (Mangkunegara, 2013)

Organizational Culture (X1), Work Discipline (X2), and Compensation (X3) affect the Performance (Y) of employees at the PT. Jasa Marga, either simultaneously or partially. The research framework can be described as follows:



The data collection techniques used in this study are using a questionnaire with a Likert scale consisting of 5 alternative answers, namely:

Strongly Agree (SS) was given a score of 5

Agree (S) is given a score of 4

Disagree (KS) is given a score of 3

Disagree (TS) is given a score of 2

Strongly Disagree (STS) was given a score of 1.

After testing the validity, reliability and classical assumption test (Data Normality Test, Heteroscedasticity, and Multicollinearity Test), then the following analysis carried out:

3.2 Multiple Regression Analysis

To find parameters and constants as well as F-count and t-count values, computer assistance will be used with SPSS version 20.00 for windows program.

Regression test is used to determine the magnitude of the effect of Organizational Culture (X1), Work discipline (X2), and Compensation (X3), on the Performance (Y) of employees at PT. Jasa Marga.

The regression equation is as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Description:

Y = Performance

X1 = Organizational Culture

X2 = Work Discipline

X3 = Compensation

β_1 = Regression coefficient of organizational

culture β_2 = Regression coefficient of work

discipline β_3 = Regression coefficient of

compensation

α = Constant

ϵ = Error Rate (standard error) = 0.05 (5%)

IV. Discussion

4.1 Validity Test

Validity test is used to measure the validity or validity of a questionnaire. The instrument used in the form of a questionnaire that was tested on 78 respondents' employees at PT. Jasa Marga. This validity test is carried out by comparing the values of rcount and rtable for each of the existing statement items. If the value of rcount > rtable, then the item of the instrument is said to be valid. The method used in testing the validity of using the product moment correlation approach with the provisions of the validity of the instrument if rcount > rtable at N = 78. So that the r table value is 0.223. Validity test results can be seen from the following table:

Table 3. Validity Test of Organizational Culture Instruments (X1), Work Discipline (X2) and Compensation (X3) and Performance (Y)

No	r-count	r-count	r-count	r-count	r table
Question	(X1)	(X2)	(X3)	(Y)	
1	0,455	0,428	0,556	0,345	0,223
2	0,452	0,371	0,581	0,420	0,223
3	0,726	0,617	0,628	0,535	0,223
4	0,911	0,853	0,402	0,377	0,223
5	0,466	0,683	0,569	0,428	0,223
6	0,903	0,610	0,586	0,569	0,223

7	0,911	0,853	0,441	0,442	0,223
8	0,607	0,719	0,490	0,582	0,223
9	0,726	0,552	0,443	0,597	0,223
10	0,456	0,606	0,606	0,529	0,223
11	0,443	0,431	0,502	0,346	0,223
12	0,898	0,685	0,519	0,525	0,223
13	0,908	0,835	0,551	0,487	0,223
14	0,604	0,496	0,430	0,462	0,223
15	0,527	0,467	0,353	0,387	0,223

Based on attachment table 1, the validity test conducted on the organizational culture, work discipline and compensation variables can be seen that all components of the statements in these variables are valid. It can be seen in the table above that the variables have $r_{count} > r_{table}$. The above instrument is declared valid because it has met the requirements of $r_{count} > r_{table}$ 0.223, so it can be concluded that the organizational culture, work discipline, compensation and performance instruments can be used for research purposes.

4.2 Reliability Test

The results of the validity test of the variables of Organizational Culture (X1), Work Discipline (X2) and Compensation (X3) on the performance (Y) of employees at PT. Jasa Marga can be seen as follows:

Table 4. Reliability Test of Organizational Culture Instruments (X1), Work Discipline (X2) and Compensation (X3) and Performance (Y)

Variabel	<i>Cronbach's Alpha</i>	
	<i>Alpha</i>	Keterangan
Organizational Culture	0,935	Reliabel
Work Discipline	0,900	Reliabel
Compensation	0,858	Reliabel
Performance	0,844	Reliabel

In table 3 the results of the reliability test for each variable using the Cronbach's Alpha technique, it can be seen that the Cronbach's Alpha value is > 0.6 , for the organizational culture variable the Cronbach's Alpha value is 0.935, while for the work discipline variable is 0.900, then compensation is 0.858 and for performance of 0.844. So, the instruments of the four variables are declared reliable because they meet the requirements of Cronbach's Alpha > 0.6 .

3.3 Multiple Linear Regression Test Results

To see the regression equation organizational culture (X1), work discipline (X2), and compensation (X3) on performance (Y) can be seen in the following table:

Table 5. Results of the Unstandardized Linier

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	9,002	6,581		1,368	0.175

1	TOTAL_X1	0,442	0,054	0,624	8,164	0.000
	TOTAL_X2	0,170	0,110	0,132	2,543	0.027
	TOTAL_X3	0,559	0,094	0,505	5,954	0.000

Based on Table 7, the linear regression equation obtained is $Y = 9,002 + 0,442X1 + 0,170X2 + 0,559X3$ the meaning of the numbers in the above equation is as follows:

- The regression coefficient value of the organizational culture variable is positive, which is 0.442. This can be interpreted that every one increase in organizational culture score, it will increase performance by 0.054.
- The regression coefficient value of the work discipline variable is positive, which is 0.170. This can be interpreted that every increase in one unit of work discipline will increase performance by 0.110.
- The value of the regression coefficient of the compensation variable is positive, which is 0.559. This means that every increase in one compensation will increase performance by 0.094.

3.4 Determination Test

Based on the results in table 8, the value of Determination or strength is obtained the influence of organizational culture (X1), work discipline (X2), and compensation (X3) on performance (Y) employees at the Office of PT. Jasa Marga was 0.575 or 57.5%, while 42.5% (100% - 57.5%) is influenced by other variables.

Table 8. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.758 ^a	0.575	0.558	4.538

3.5 F Test

Based on the results in table 9, it is obtained that the value of Fcount 33,355 is greater than Ftable 2.73 and a significance value of $0.00 < 0.05$, it can be said that the three independent variables tested are organizational culture (X1), work discipline (X2) and compensation (X3) has an effect on performance at PT. Jasa Marga.

Table 9. Coefficient of Determination

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	206.084	3	68.694	33.355	.000 ^b
	Residual	152.402	74	2.059		
	Total	358.487	77			

3.6 t Test

Based on the results in table 7, the tcount value is 8.164 which is greater than the ttable 1.992 and a significance value of $0.00 < 0.05$, it can be said that the organizational culture variable (X1) has an influence on the performance of employees at PT. Jasa Marga. For work discipline value has a tcount of 2.543 which is greater than ttable of 1.992 and a significance value of $0.027 < 0.05$. It can be said that the work discipline variable (X2) has an influence on the performance of employees at PT. Jasa Marga, while for compensation, it has a tcount value of 5.954 which is greater than ttable 1.992 and a significance value of $0.00 < 0.05$. It can be said that the compensation variable (X3) has an influence on the performance of employees at PT. Jasa Marga.

3.6 Discussiona

a. The Influence of Organizational Culture on Employee Performance

The results showed that the organizational culture at PT. Jasa Marga has an effect employee performance. This can be seen from the multiple linear regression analysis through the t-test which is positive with a t-value of 8.164 with sig. 0.00. Based on these results, it can be concluded that Hypothesis 1 (one) in this study was tested and can be accepted. Total The positive direction shows that every time there is an increase in organizational culture carried out by PT. Jasa Marga, will lead to an increase in employee performance at PT. Jasa Marga simultaneously amounted to 0.442 units. In other words, when the organizational culture at PT. Jasa Marga which consists of innovation and risk taking, attention to detail, orientation, aggressiveness and stability, the performance of employees at PT. Jasa Marga will also increase. The results of this study are in accordance with or support the research of Rodiathul Kusuma (2016), shows that organizational culture has a positive and significant effect on employee performance.

The results of this study are in accordance with the research objectives to determine whether employee performance has a positive and significant effect on employee performance at PT. Jasa Marga has been implemented and at the same time has resolved the problems identified in point 1, namely employees who are less innovative in designing activities in their work have been answered.

b. The Effect of Work Discipline on Employee Performance

The results showed that work discipline at PT. Jasa Marga, effect on employee performance. This can be seen from the multiple linear regression analysis through the t-test which is positive with a t-value of 2,543 with sig. 0.027. Based on these results, it can be concluded that Hypothesis 2 (two) in this study was tested and accepted. The positive direction shows that there is an influence between work discipline and performance at PT. Jasa Marga can be seen from the performance of employees at the PT. Jasa Marga simultaneously by 0.170 units. In other words, when the work discipline at PT. Employee. Jasa Marga which consists of frequency of attendance, level of vigilance, adherence to work standards, compliance with work regulations and work ethics, the performance of employees at the PT. Jasa Marga will increase. The results of this study are in accordance with or support the research of Jasman (2019), showing that work discipline has a positive and significant effect on employee performance.

The results of this study are in accordance with the research objective to determine whether work discipline has a positive and significant effect on performance at PT. Jasa Marga has been implemented and at the same time has resolved/answered the problems identified in point 2, namely the employees coming to work and leaving work not according to the time specified in the company regulations have been answered.

c. Effect of Compensation on Employee Performance

The results showed that compensation at PT. Jasa Marga, has an effect on employee performance. This can be seen from the multiple linear regression analysis through the t-test which is positive with a tcount of 5.954 with sig. 0.000. Based on these results, it can be concluded that Hypothesis 3 (three) in this study was tested and can be accepted. The positive direction shows that every time there is an increase in compensation made by employees of PT. Jasa Marga, will lead to an increase in employee performance at PT. Jasa Marga simultaneously amounted to 0.559 units. In other words, when the compensation at the PT. Jasa Marga which consists of Wages or salaries, Incentives , Allowances and Facilities will also increase. The results of this study are in accordance with or support the research of Sahid Syaputra (2017), showing that compensation has a positive and significant effect on performance.

The results of this study are in accordance with the research objective to determine whether compensation has a positive and significant effect on employee performance at PT. Jasa Marga has been implemented and at the same time has resolved/answered the problems identified in point 3, namely the compensation provided by the company is not in accordance with the contributions that employees have given to the company.

d. The Influence of Organizational Culture, Work Discipline, and Compensation on Performance

The results showed that organizational culture, work discipline and compensation in PT. Jasa Marga, has an effect on employee performance. This can be seen from the multiple linear regression analysis through the F test which is positive with the Fcount value of 33.355 with sig. 0.000. Based on these results, it can be concluded that 4 (four) The hypothesis in this study was tested and accepted. The positive direction indicates that there is improvement of organizational culture, work discipline and compensation carried out by PT. Jasa Marga, will increase the performance of employees at PT. Jasa Marga simultaneously.

The results of this study are in accordance with the research objectives to determine whether organizational culture, work discipline and compensation have a positive and significant effect on employee performance at PT. Jasa Marga has answered and at the same time has resolved/answered the problems identified in points 1 – 4, namely employees are less innovative in designing activities in their work, so their work is less than optimal, employees often come not on time, the compensation provided by the company is not in accordance with the contributions that employees make to the company, employees always delay in completing the tasks assigned have been answered.

The result of determination (R^2) from the number R Square 0.575 which can be called the coefficient of determination which in this case means that 57.5% of employee performance can be obtained and explained by organizational culture, work discipline and compensation. While the remaining $100\% - 57.5\% = 42.5\%$ is explained by other factors.

V. Conclusion

Based on the results of the research described above. So it can be concluded that:

1. Organizational culture has a positive and significant effect on employee performance at PT. Jasa Marga. Tested and acceptable based on the tcount value of the organizational culture variable (X1) is 8.164 and the ttable value is 1.992, then $tcount > t\ table$ ($8,164 > 1.992$)

- and Sig.0.000 < 0.05. The magnitude of the influence of organizational culture (X1) on employee performance (Y) is 0.442 units.
2. Work discipline has a positive and significant effect on employee performance at PT. Jasa Marga. Tested and accepted based on the tcount value of the work discipline variable (X2) is 2.543 and the value of ttable is 1,992, then tcount > ttable (2,543 > 1,992) and the value of Sig. 0.027 < 0.05. The magnitude of the influence of work discipline (X2) on employee performance (Y) is 0.170 unit.
 3. Compensation has a positive and significant effect on employee performance at PT. Jasa Marga. Tested and accepted based on the tcount value of the job characteristics variable (X3) is 5.954 and the ttable value is 1.992, then tcount > ttable (5.954 > 1.992) and the value of Sig.0.000 < 0.05. The magnitude of the effect of compensation (X3) on employee performance (Y) is 0.559 units.
 4. Organizational culture, work discipline and compensation simultaneously have a positive and significant effect on employee performance at PT. Jasa Marga. Tested and acceptable based on the Fcount value of 33,355 with a significant level of 0.000, greater than the Ftable value with a significant level of 95% ($\bar{y} = 0.05$) which was $2.73 = (33.355 > 2.75)$. The R value of 0.575 indicates that there is a fairly close relationship between organizational culture, work discipline, and compensation on employee performance at PT. Jasa Marga.

Based on the conclusions that have been stated above, it can be mentioned several suggestions, namely:

1. It is recommended for the company to re-evaluate all employee activities, this aims to ensure that all employee work can be completed in accordance with company goals. Furthermore, it is suggested to the company management to conduct work coordination training within the company by conducting employee training within a certain period. It aims to train and provide understanding to employees regarding good work coordination and remains in accordance with the organizational culture applied by the company. That way employees can be more professional in carrying out their work.
2. It is recommended for the company to conduct socialization to employees to be on time at work. This socialization activity aims to provide understanding and apply regulations related to work discipline. Implementing employee attendance with a digital system, this digital attendance system can be in the form of finger print attendance that has been provided by the company and the system has set the arrival and return hours of employees according to the employee's office hours, where this system aims to avoid employees coming to work and leaving work. which does not comply with the time specified in the company regulations.
3. It is recommended to the company management to re-evaluate the program of providing additional wages or compensation in accordance with the company's ability to employees by providing standard work targets to be achieved by employees. With the compensation provided by the company, it can increase employee morale in completing their work, and can spur employees to do work more effectively and improve employee abilities in completing work.

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