

Compensation and Work Culture for Lecturer Performance through Organizational Climate

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Abstract

This research aims to know and analyze the influence of companies and work culture on the organizational climate and lecturer performance both directly and indirectly in the Barombong Shipping Polytechnic environment. This research was conducted at Barombong Shipping Polytechnic from May to July 2021. This research uses a survey design with a quantitative approach. The population of this study is 221 non-civil servant lecturers and staff, using simple random sampling techniques, so the final sample is 141 people. The data collection technique used is a questionnaire with documentation, while the data analysis uses path analysis. The results showed that compensation had a real impact on improving the organization's climate. Work culture has a significant effect on improving organizational climate. Compensation has a significant positive effect on performance; work culture contributes to improving performance. The organizational climate makes a real contribution to improving performance; compensation can indirectly improve performance through organizational climate. Work culture indirectly improves performance by improving the organizational climate of the Barombong Shipping Polytechnic.

Keywords

Compensation, Performance, Work culture, and Organizational climate.

1. Introduction

Human resources are the most important factor in improving an organization, so the importance of the role of human resources for each institution is expected to improve the performance of lecturers. In improving the performance of teachers or employees, the thing that is always noted by the leadership is compensation; each organization should have a reasonable compensation determination to support the achievement of goals effectively and efficiently. Compensation is all obtained, whether in the form of goods or money, indirect or direct goods that employees receive in return for which the organization has been given to them (Ilyas et al., 2022; Umar et al., 2019).

Another factor that is a lever for increasing H.R.'s performance is the development of work culture. The development of work culture is a way to improve work experience by providing opportunities for promotion and occupying new positions (Kurniawan et al., 2022; Setianto et al., 2022; Y Yusriadi, Awaluddin, et al., 2020). Work culture is expected to be able to and able to change the behavior of lecturers so that the values in the organization can be maintained.

In addition to the above factors, another factor of particular concern is climate organization. Organizational climate is one of the characteristics that we can distinguish from other organizations because it can direct a person's behavior in his organization. In organizational climate, there is a characteristic that distinguishes between one organization and another that seems invisible, can metamorphose from one condition to a better condition, and can affect employees. Employees can work without pressure. This research seeks to uncover how Compensation and Work Culture Towards Lecturer Performance Through Organizational Climate at Barombong Shipping Polytechnic.

2. Literature Review

Compensation is one of the critical factors for the best employees. Compensation is a form of appreciation from the organization for human resources. To attract, (Nath et al., 2021; Suharyanto et al., 2021; Usman et al., 2020) states that compensation is the total of all rewards employees receive instead of the services they have provided. The general purpose of compensation is to attract, retain, and motivate employees. Rahawarin et al. (2020) is that the compensation system is an internal part of the relationship and affects the effectiveness between each and affects the effectiveness of relationships in the organization. Fair compensation is a very important thing to consider by the organization's leadership because with the compensation in question, the work atmosphere will be better, and other non-physically can be meaningful in stimulating and responding to the presence of a positive organizational climate.

Mustafa et al. (2020) organizational climate is done by digging up data from individuals' perceptions in the organization. Work culture is a work attitude well implemented by human resources. Work culture gives birth to employees carrying out routine tasks well. The work culture has a purpose in changing the behavior and attitudes of employees so that they can increase their loyalty in facing future challenges (Tamsah et al., 2020; Yusriadi Yusriadi, Tahir, et al., 2020). Employees can form a work culture in the organization as they are involved with ethics to improve the organizational climate conducive. Compensation is anything that concerns the direct or indirect income that can be received by everyone who is in return for their services to the organization, finding where compensation contributes significantly positively to performance. The results of previous studies prove that compensation has a strong relationship with employee performance.

Work culture has a significant positive contribution to employee performance. It can be interpreted that the habits embedded in an organization will give birth to positive ideas that allow the organization members to give their best performance. Research on work culture on performance (Sahid et al., 2020; Yusriadi, Awaluddin, et al., 2020; Yusriadi Yusriadi, bin Tahir, et al., 2020) is a positive and significant work culture partially combined with employee performance.

Organizational climate is the condition, condition, and characteristics of the workplace environment that has organizational efficacy and is formed through organizational members' behavior, attitudes, and personalities. Misliya et al. (2021) organizational climate is a conception that shows the internal condition of the organization, including its environment, and is felt by all members during their workplace activities. Research related to the organizational climate and its effect on employee performance (Yusriadi Yusriadi, 2021) that the organizational climate has a positive and significant effect on employee performance. The findings of this study result in a direction directly proportional to H Tamsah & Yusriadi (2022) research that proves the effect of compensation on performance, meaning that the better the organizational climate felt by a person will directly impact performance. Tamsan & Yusriadi (2022) also stated that the organizational climate has a significant effect on performance on employee performance. (Fatmawati et al., 2021) stated that the organizational climate significantly affects employee performance. Kasmiaty et al. (2021) found that organizational climate significantly affects organizational performance.

3. Methods

This research was conducted at Barombong Shipping Polytechnic from May to July 2021. This research uses a survey design with a quantitative approach. Data collection using questionnaires uses the Likert scale (range of values 1-5 (strongly disagree to agree strongly). Value 1 means strongly disagree, and five means strongly agree. To support the research, the types of data used were: Quantitative Data, namely data that can be obtained from the results of questionnaires sourced from employees of the Hasanuddin University Graduate School Makassar; based on this research. The population of the Graduate School Employees at Hasanuddin University is not greater than 100 respondents. The analytical tool used is the SPSS Ver 23.0 application, so through this application, evaluation of hypothesis testing can be carried out. The statistical t-test is used as a partial measurement, and the statistical F test is used in the simultaneous measurement.

4. Results

4.1 Path I Analysis

Table 1. Effect of X1 and X2 on Y1

Type	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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		B	Std. Error	Beta		
1	(Constant)	7.202	2.727		2.640	.009
	Compensation (X1)	.172	.067	.155	2.555	.012
	Work Culture (X2)	.268	.024	.671	11.085	.000

a. Dependent Variable: Organizational Climate (Y1)

The significant value of the compensation variable (X1) = 0.012 t-count value is 2,555. Based on these findings, the decision-making guidelines show that the significant value is $0.012 < 0.05$. For the comparison, the t-count value is $2.555 > 1.976$, so it can be concluded that there is a compensation effect on organizational climate (Table 1-2).

The significant value obtained is = 0.000 while at t-count 11,085, then by the decision-making guidelines, the work culture variable = 0,000 less than 0.05. At the same time, the ratio of t-count = 11,085 is higher than t-table = 1,976, while the value of unstandardized coefficients beta obtained is 0.267, which shows a positive influence, meaning that the work culture affects the organizational climate positively significantly.

Table 2. The model I Determinant Test

Type	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	.709a	.503	.496	1.82635

a. Predictor: (Constant), Work Culture (X2), Compensation (X1)

The determination test in the regression test model 1 obtained an R-square of 0.503 or 50.3%. It shows where the percentage of the contribution of the independent variable, namely compensation with work culture on the organizational climate variable, is 50.3%. In comparison, the remaining 49.7% is influenced by other variables that do not exist in this study.

4.2 Path II Analysis

Table 3. Effect of X1, X2, and Y1 on Y2

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.359	4.348		2.382	.019
	Compensation (X1)	.438	.107	.559	7,352	.000
	Work Culture (X2)	.216	.052	.306	4.177	.000
	Climate Organization (Y1)	.969	.132	.548	7.319	.000

a. Dependent Variable: Performance (Y2)

The compensation variable was obtained at a count value of 7,352, while the significant value obtained is 0.000. According to the test results, by the decision making, t-count greater than t-table 1,976, and the significance value is smaller than 0.05. The result of un-standardized coefficients beta by 0.559, i.e., compensation contributes significantly to performance (Table 3 and Table 4).

The work culture variable test of the t-count value of 4,177 with a sig value. 0.000. from the results of the test ma-ka where the value of t-count 4,177 greater than t-table 1,976 with a significant level of 0,000 less than 0.05, which means that the work culture of da-pat affects the performance of lecturers positively and significantly.

The organization's climate variable has obtained a t-count of 7,319 with a significance value of 0.000. To the findings, t-count 7,319 is greater than t-table 1,976 with a sig level. 0.000 is less than 0.05, so it can be explained that the organization's climate contributes significantly positively to performance.

Table 4. Determinant Test

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787a	.619	.610	2.84089

a. Predictors: (Constant), Organizational Climate (Y1), Compensation (X1), Work Culture (X2)

The value of R square is 0.619 or 61.9%; this can be interpreted where the amount of contribution of compensation variables, work culture with organizational climate on performance variables is 61.9%, and the remaining 39.1% is influenced by other variables that are not included in this study.

4.3 Indirect influence

Effect of compensation on lecturer performance at Barombong Shipping Polytechnic through organizational climate A t-count value of 2,415 was obtained. Based on these findings, t-count 2,415 is greater than t-table 1.98, so it can be interpreted that compensation can positively affect lecturers' performance through the organizational climate. Influence of Work Culture on Lecturer Performance Through Organizational Climate. A t-count is 6,183. Therefore, from this result, where the value of t-count 6,183 is greater than t-table 1.98, it can be concluded that the work culture has a significant positive effect on the performance of lecturers mediated by the organizational climate.

5. Discussion

Compensation has a significant positive effect on the organizational climate of Barombong Shipping Polytechnic Lecturers. These results are proven through testing where the sig value. on the compensation variable (X1) = 0.012. While unstandardized coefficients beta, which is 0.172, shows a positive direction, it can be interpreted that Compensation (X1) significantly n affects the organizational climate (Y). The better the compensation, the better the organizational climate will also be good. The role of compensation in supporting the organizational climate is seen both from the organization's ability and the leadership in providing compensation comparable to what is done by lecturers. The study results are supported by previous research presented by Dana et al. (2021), where there is a significant positive contribution to the organization's climate.

The testing period was conducted by the influence of the organization's climate work culture from the test results obtained, where the significant value obtained is = 0,000. While the value of unstandardized coefficients beta obtained is 0.267. It shows a positive direction and that the work culture positively affects the organizational climate. The trial was supported by previous research conducted by Rahmat et al. (2021). Work culture has a positive and significant effect on the organizational climate. Similarly, researched that work culture significantly affects the organizational climate (Darno et al., 2021). Work culture is very important in creating an organizational climate in a college institution because a good work culture will increase the work of more optimal teaching staff.

In tests conducted for the effect of compensation on performance, the results obtained are on the compensation variable obtained a value of significance obtained by 0. 000, with unstandardized coefficients beta of 0.559. Namely, compensation has a significant positive effect on the performance of lecturers of Barombong shipping polytechnic. From these results, it can be explained that compensation affects the performance of lecturers. Nasriani et al. (2021) also stated that financial and non-financial compensation positively and significantly affect employee performance. Financial compensation has a more dominant influence on employee performance than non-financial compensation in these two variables.

The test on the organizational climate variable obtained a significance value of 0.000, with unstandardized coefficients beta 0.969 by showing a positive contribution. It can be interpreted that the organizational climate can affect performance. The findings of this study are supported by previous research conducted by Heranto et al. (2021), where work culture has a significant positive effect on performance, in addition to Fitriani et al. (2021) with the results of work culture has a significant positive effect on performance,

The test of the influence of the organization's climate on performance is obtained a significance value of 0.000, with an Unstandardized Coefficients beta of 0.969 showing a positive direction. Therefore, it can be interpreted that the organizational climate can contribute positively and significantly. Based on previous research conducted (Herlinah et al., 2021), there is an influence on organizational climate on performance positively and significantly; (Rasyid et al., 2021) with the same results. Asfar et al. (2021) also stated that the organizational climate has a significant effect on performance on employee performance. Nikmawati et al. (2021) stated that the organizational climate significantly

affects employee performance. Suryanti et al. (2021) found that organizational climate significantly affects organizational performance.

A good and conducive organizational climate can support the success of an institution and vice versa; the better the climate condition of an institution's organization, the higher the performance of its employees. It is in line with the journal presented research (Harisman et al., 2021) that the organizational climate positively influences employee performance.

Based on these findings, the value of t-count 2,415 is greater than t-table 1.98 with a sig level of 5% and obtained the trace coefficient value of the multiplication of p1 and p5 0.167. It indicates a positive direction, so it can be interpreted that compensation can positively affect lecturers' performance through the organizational climate positively and significantly. From the results of these tests, it can be explained that compensation will affect performance indirectly through the organization's climate mediation variable. Appropriate compensation to lecturers will certainly improve performance supported by a good organizational climate.

Rusli et al. (2021) also explained that the important driving factor that makes humans work is the need in humans that must be met. In other words, because of the need for man to be fulfilled, man will work and expect rewards from where he works, if the return of services received is greater. It means that his position is getting higher, his status is getting better, and the fulfillment of needs is enjoyed more. Thus, more employees feel satisfied with the financials obtained. It is in line with the journal stated (Rahmitasari et al., 2021) that compensation has a positive and significant effect on performance and states that fair compensation will be able to improve employee performance. Organizations that cannot provide adequate compensation for their employees and tend not to provide satisfaction will be prone to shocks because employees will work with low morale and fragile loyalty. They will affect employee performance.

Based on the calculation results above, the value of the t-count is 6.183. Therefore, from these results, the value of t-count 6,183 is greater than t-table 1.98. It is with a significant level of 5%, then obtained the result of the path coefficient value p2 p5 of 0.259. It can show a positive value, so it can be interpreted that the work culture can influence performance positively and significantly through the organizational climate. Lecturer employment will increase if the work culture mediated by the organizational climate also increases. In producing Lecturers who can perform well, ma-ka must be accompanied by a good work culture and organizational climate to provide optimal results for improving lecturers' pa-da polytechnic shipping.

6. Conclusion

As the results of this study can be concluded, compensation has a real impact on improving the organization's climate. Work culture has a significant effect on improving organizational climate. Compensation has a significant positive effect on performance; the work culture has a real effect on improving performance. The organizational climate contributes to improving performance; compensation indirectly improves performance through the organizational climate. Workforces indirectly improve performance by improving the organization's climate. Organizational climate is the condition, condition, and characteristics of the workplace environment that has organizational efficacy and is formed through organizational members' behavior, attitudes, and personalities. Mislia et al. (2021) organizational climate is a conception that shows the internal condition of the organization, including its environment, and is felt by all members during their workplace activities.

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