



Empirical study on improving teacher performance with organizational culture and compensation

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ARTICLE INFO

Article history:

Received Dec 19, 2023

Revised Dec 20, 2023

Accepted Jan 1, 2024

Keywords:

Compensation;
Organizational Culture;
Regression Analysis;
Teacher Performance.

ABSTRACT

Organizations can achieve success through their resources, especially human resources. Therefore, employees become the driving force in making a real contribution to the organization's success on an ongoing basis. This study aims to determine the variables that affect teacher performance and develop a theoretical basis and research model. This study used the associative descriptive quantitative method with a population of 37 respondents drawn into samples using non-probability sampling using saturated sampling / total sampling methods—data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis is that organizational culture affects teacher performance. Thus, the second hypothesis states that teacher performance is affected by compensation, meaning that the more appropriate the prize, the more teacher performance increases. The third hypothesis is that teacher performance is influenced by organizational culture and balance that can simultaneously improve teacher performance. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

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1. INTRODUCTION

In facing competition in the global era, institutions are required to work more effectively and efficiently. Increasingly fierce competition causes institutions to be able to increase competitiveness to maintain their survival. Human resources are the most crucial element in determining the back-and-forth of an institution. To achieve the company's goals, human resources are needed to meet the requirements and needs of the institution. They can carry out tasks that the institution has determined. In general, each institution will always strive to improve its performance with the hope that its goal will be achieved (Danilenko & Perminova, 2022; Lopez et al., 2022). Resources are a company's most unique, vulnerable, purest, and hardest-to-estimate asset. Each employee has a different set of backgrounds, which will affect their respective expectations and, in turn, affect the dynamics of the relationship between humans and the company's organization (Putri et al., 2023). Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the

management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al. 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

Performance is influenced by organizational culture. Thus, these factors can improve employee performance; among others, organizational culture plays an important role. One of the factors that can improve work performance is implementing an excellent corporate culture. Organizational culture can influence the attitudes and behavior of individuals, and it can cause individuals to understand the organization's fundamental values and be more involved in it. Previous research has attempted to find the aspects necessary to improve innovation and organizational performance (Rahmatullah et al., 2022; Zeb et al., 2021). Corporate culture plays an essential role in enhancing the effectiveness of an organization's performance. For organizations, culture is a benchmark for achieving organizational success while building commitment to realize the vision, win the hearts of customers, win the competition, and make the company's strength. For individuals, the culture encourages them to have a sense of trust in the organization and be more productive. Organizational goals can be achieved with competent individuals with good skills to excel in the competition (Haryadi et al., 2022; Rohman et al., 2021). Organizational culture is fundamental; even if the organization has a strong culture where all members carry its cultural values, it can create a competitive advantage (Rahmatullah et al., 2022; Rohman et al., 2021).

In addition to organizational culture, performance is influenced by compensation factors. Compensation has a goal as a benchmark for employee performance towards the organization, and it is expected that employees can contribute fully to the company (Dessler, 2019) argues that there are two dimensions in compensation, namely direct compensation and indirect compensation, which are as follows: 1. Direct Compensation. Direct compensation is a form of reward or wages paid regularly based on a fixed grace period in the form of money in cash or kind based on contributions for employee services performed. Direct compensation indicators, namely, compatibility of salary with work, suitability of incentives with results received, and bonuses received following the work given. 2. Indirect Compensation. Indirect Compensation (Indirect Compensation) is the provision of compensation for company profits for workers beyond a fixed salary or wages, which can be in the form of money or goods. As for the indicators of indirect compensation, namely, the suitability of the expected benefits, the suitability of insurance with the necessities of life, the suitability of the facilities with the needs of the job, and the suitability of the awards given with the work results. Compensation functions as Human Resource Management (HRM), which relates to the reward employees receive for services carrying out organizational tasks. In research (Yu, Chen, & Shao, 2023). Ma et al. (2023), stated that compensation is a form of payment that an organization provides to employees for good performance. Ahmed et al. (2021) Compensation is a form of payment or reward intended for employees stemming from the consequences of their work. Vahdati et al. (2022) state that compensation is the output and

benefits employees receive in the form of wages and the same award as the exchange of money for employees to improve performance.

The most important thing to achieve a maximum goal is to start from the most supportive thing to accomplish a goal, namely human resources (Susan, 2019). A company's success is determined by its resources, especially the human resources used for the company's survival. Human resources play a role in determining the company's success in achieving its goals (Bariqi, 2018).

This study aims to develop a model examining the three variables the author has analyzed to find out the factors that can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

2. RESEARCH METHOD

In this study, the method used by the author is quantitative descriptive research with a causal approach. The causal process is an analysis that will look for a picture of relationships, influences, impacts, and causal effects from various concepts or factors or, in some ways, designed in management science. The population in this study was teachers at Podok Pesantren Sabilurrahman, which amounted to 37 respondents. A saturated sampling technique means the entire population is taken as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the scale method of strongly disagree, disagree, doubt, agree, and strongly agree. Based on the research sample, 37 respondents were obtained from the questionnaire. The data analysis technique in this study is descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through validity test analysis, reliability calculations, then classical assumption tests including data normality. In this study, the author formulated a research hypothesis and formulated theories, namely H1: There is a significant influence of organizational culture on teacher performance, H2: compensation affects teacher performance, and H3: corporate culture and compensation simultaneously impact teacher performance.

3. RESULTS AND DISCUSSIONS

Before a hypothesis test can be performed, a validity test must be conducted to show the extent to which the instrument method or measurement method of something is positively designed. Teacher performance was measured by three indicators developed with nine statements, organizational culture was measured by three indicators developed with nine accounts, and compensation was measured by three indicators developed with nine survey statements collected. This study seeks to validate the validity of the corrected item-total correlation value by looking at its importance in comparing the r-count with the r-table with the validity number Sakhikh has obtained. In addition, the value of Cronbach's alpha also received the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

Table 1. Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Teacher Performance				
TP_1	.715	0,325	Valid	0.822
TP_2	.537	0,325	Valid	
TP_3	.380	0,325	Valid	
TP_4	.422	0,325	Valid	
TP_5	.488	0,325	Valid	
TP_6	.695	0,325	Valid	
TP_7	.392	0,325	Valid	
TP_8	.564	0,325	Valid	
TP_9	.757	0,325	Valid	
Organizational Culture				
OC_1	.587	0,325	Valid	0.897

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
OC_2	.526	0,325	Valid	
OC_3	.734	0,325	Valid	
OC_4	.794	0,325	Valid	
OC_5	.457	0,325	Valid	
OC_6	.662	0,325	Valid	
OC_7	.734	0,325	Valid	
OC_8	.792	0,325	Valid	
OC_9	.848	0,325	Valid	
Giving Compensation				
GC_1	.638	0,325	Valid	
GC_2	.600	0,325	Valid	
GC_3	.576	0,325	Valid	
GC_4	.511	0,325	Valid	0.810
GC_5	.378	0,325	Valid	
GC_6	.354	0,325	Valid	
GC_7	.586	0,325	Valid	
GC_8	.481	0,325	Valid	
GC_9	.586	0,325	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have an r-count value of > 0.325, which automatically meets the data validity standard. A needle is considered accurate if each r-calculate point r-table validity value is > 0.325. Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		37
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.07778170
Most Extreme Differences	Absolute	.149
	Positive	.092
	Negative	-.149
Test Statistic		.149
Asymp. Sig. (2-tailed)		.137 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual (0.137), which is residual data having a significance value greater than 0.05. It can be concluded that the data is typically distributed. The following multicollinearity test results can be seen in Table 3 below.

Table 3. Multiklonieritas test

Model	Tableicients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Organizational_Culture	.874	1.144
	Giving_Compensation	.874	1.144

a. Dependent Variable: Teacher_Performance

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 1.404 and a Tolerance value of > 10. The result of the decision for the multicollinearity test is that if the tolerance value > 0.10 and VIF < 10, it can be interpreted that there are no symptoms of

multicollinearity, so it can be concluded that the model used does not contain signs of multicollinearity. The results of linear regression analysis can be seen in Table 4 below.

Table 4. Regresregressionr test

Model	Coefficients a			t	Sig.
	Unstandardized		Standardized		
	Coefficients				
	B	Std. Error	Beta		
(Constant)	8.845	5.929		1.492	.145
1 Organizational_Culture	.327	.113	.422	2.896	.007
Giving_Compensation	.398	.188	.310	2.123	.041

a. Dependent Variable: Teacher Performance

A positive constant of 8.845 means that if the value of organizational culture and compensation equals zero, then the level or magnitude of teacher performance is 8.845. The regression coefficient of the corporate culture variable has a positive value of 0.327, which means that if the value of organizational culture increases one hundred percent, teacher performance increases 0.327 times. The value of the regression coefficient of the compensation variable is positive by 0.398. This explains that if the value of compensation increases by one hundred percent, then the teacher performance variable increases by 0.398 times. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hipotesis test

Variable	T-value	P-values	Result
OC → TP	2.896	.007	Rejected
GC → TP	2.123	.041	Accepted
OC & GC → EP	9.871	0.000	Accepted

Source: Results of research data processing 2023

Table 5. Menunjukkan temuan pertama hipotesis pertama diterima secara statistik budaya organisasi memberikan pengaruh signifikan terhadap kinerja guru. One of the factors that can improve work performance is implementing an excellent corporate culture. Organizational culture can influence the attitudes and behavior of individuals, and it can cause individuals to understand the organization's fundamental values and be more involved in it. Previous research has attempted to find the aspects necessary to improve innovation and organizational performance (Rahmatullah et al., 2022; Zeb et al., 2021).

Temuan kedua dalam penelitian ini hipotesis kedua diterima menunjukkan secara statistic pemberian kompensasi berpengaruh signifikan pada kinerja guru. Compensation has a goal as a benchmark for employee performance towards the organization, and it is expected that employees can contribute fully to the company (Dessler, 2019) argues that there are two dimensions in compensation, namely direct compensation and indirect compensation, which are as follows: 1. Direct Compensation. Direct compensation is a form of reward or wages paid regularly based on a fixed grace period in the form of money in cash or kind based on contributions for employee services performed. Direct compensation indicators, namely, compatibility of salary with work, suitability of incentives with results received, and bonuses received following the work given. 2. Indirect Compensation. Indirect Compensation (Indirect Compensation) is the provision of compensation for company profits for workers beyond a fixed salary or wages, which can be in the form of money or goods; as for the indicators of indirect compensation, namely, the suitability of the expected benefits, the appropriateness of insurance with the necessities of life, the usefulness of the facilities with the needs of the job, and the suitability of the awards given with the results of work.

Temuan ketiga dalam penelitian ini hipotesis ketiga di terima secara statistic menunjukkan adanya pengaruh signifikan antara variabel budaya organisasi dan pemberian kompensasi secara simultan berpengaruh signifikan terhadap kinerja guru. Corporate culture plays an essential role in enhancing the effectiveness of an organization's performance. For organizations, culture is a benchmark for achieving organizational success while building commitment to realize the vision,

win the hearts of customers, win the competition, and make the company's strength. For individuals, the culture encourages them to have a sense of trust in the organization and be more productive. Organizational goals can be achieved with competent individuals with good skills to excel in the competition (Haryadi et al., 2022; Rohman et al., 2021). Organizational culture is fundamental; even if the organization has a strong culture where all members carry its cultural values, it can create a competitive advantage (Rahmatullah et al., 2022; Rohman et al., 2021). Sedangkan Compensation functions as Human Resource Management (HRM), which relates to the reward employees receive for services carrying out organizational tasks. In research (Yu et al., 2023). Ma et al. (2023), stated that compensation is a form of payment or allowance the organization provides to employees due to good performance. Ahmed et al. (2021) Compensation is a form of payment or reward intended for employees and arising from the consequences of their work. Vahdati et al. (2022) state that compensation is the output and benefits employees receive in the form of wages and the same award as the exchange of money for employees to improve performance.

4. CONCLUSION

From the results of the study and discussion, the author concludes that the first hypothesis, namely organizational culture, has a significant influence on teacher performance based on the findings of this study. Corporate culture must be improved to improve teacher performance by improving organizational culture. The second hypothesis of this study suggests that compensation has a dominant effect on teacher performance. Providing appropriate balance is one way to improve teacher performance. The third hypothesis in this study shows that organizational culture and compensation have a dominant effect on teacher performance. Employee performance can be enhanced by improving corporate culture and providing appropriate balance. The author's advice for future research is to examine the variables of work discipline, training, and leadership so that they know the factors that can improve teacher performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

ACKNOWLEDGEMENTS

The author would like to express my deepest gratitude for the expression and dedication of the entire team. The International Journal of Applied Finance and Business Studies has reviewed the article and published the author's paper. In addition, the author also would like to thank all peer reviewers who have collaborated and supported the preparation of this article so that it can be successful and published in the International Journal of Applied Finance and Business Studies.

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