The Influence Of Compensation And Work Culture On The Performance Of Civil Servants Of The Bogor Agricultural Development Polytchnic

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Abstract

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. Factors that affect employee performance. This study aims to determine the effect of compensation and work culture on the performance of Civil Servants (PNS) at the Bogor Agricultural Development Polytechnic. This research was conducted at Polbangtan Bogor with a research population of all civil servants at Polbangtan Bogor of 144 people. Determination of the sample with the Solvin formula, so the sampling was determined with a total of 60 employees. The data collection methods used are observation, interviews and questionnaires. The data technique used is multiple linear regression analysis. The results showed that compensation has a positive and significant effect on the performance of civil servants (PNS) at the Bogor Agricultural Development Polytechnic. Work Culture has a positive and significant effect on the performance of Civil Servants (PNS) at the Bogor Agricultural Development

Keywords: Employee Performance, Compensation, Work Culture.

Introduction

The year 2018 is a new history for the Bogor Agricultural Extension College (STPP). In 2018, STPP Bogor along with five other STPPs transformed into Agricultural Development Polytechnics spread across several provinces, namely Polbangtan Bogor (West Java), Polbangtan Yoma (Yogyakarta & Magelang), Polbangtan Malang (East Java), Polbangtan Medan (North Sumatra), Polbangtan Gowa (South Sulawesi), and Polbangtan Manokwari (West Papua). In order to transform STPP into Polytechnic, it is necessary to make changes in the development of human resources, develop cooperation with the business world / industry, and fulfill or improve practical infrastructure to support the teaching fram / teaching factory learning model which is the hallmark of vocational education..

Human resource issues are still a major problem for organizations to keep achieving their goals. Human resources have a major role in every organization. This shows that human resources are the main key that must be considered with all their needs (Tampubolon, 2018). The compensation is a very important factor in an agency. The provision of compensation can be used to motivate employees in an agency. In addition, the agency must provide appropriate compensation as set by the agency so that employees can work effectively & efficiently.

The effectiveness and efficiency of employees who are lacking in work can lead to low employee performance and work productivity. Dexterity in completing tasks is one of the factors that affect employee work productivity, this phenomenon always occurs in organizations in the initial survey with Polbangtan Bogor employees found several phenomena including compensation and work culture. Direct compensation is one form of right obtained by private and civil servants. Allowances and incentives are given according to the position and position of the civil servant in the agency. However, in this case, researchers found problems related to compensation where some employees often complained about delays in receiving allowances, this resulted in a decrease in the work productivity of Bogor Polytechnic civil servants. Compensation for employees is adjusted to the class of civil servants and the position of the employee, so it becomes a problem for some employees because the salary received is not in accordance with employee expectations, and the salary cannot meet employee needs.

Organizational culture plays an important role in improving effective performance in the organization. The success of an organization is highly dependent on the performance of its employees, therefore each employee is required to have knowledge, skills and abilities accompanied by having experience, motivation, self-discipline and high morale so that employees have good performance to achieve organizational goals.

ASN is a new term for the profession of civil servants, government employees, and state apparatus after the birth of Law No. 05 of 2014 concerning the State Civil Apparatus (ASN). Since January 15, 2014, through the State Civil Apparatus Law, regulations on staffing have been carried out in such a way, both regarding the system and substance of staffing, institutions, management to the standardization to be used all these terms subtitutively. The word apparatus in this paper is more related to the subject of people or humans (apparatus/employees, personnel/employees, labor, etc.). So in this paper, they are identified because of the same object, namely humans. Therefore, both the terms apparatus, employees, employees, personnel, and others, are generally called Human Resources (HR) (Rahman & Bakri, 2019).

Based on the background of the research that has been stated above, therefore the research intends to determine the effect of compensation and work facilities on the work enthusiasm of civil servants, for this reason the researcher took the title **"The Effect of Compensation and Work Culture on the Work Performance of Civil Servants at the Bogor Agricultural Development Polytechnic Office"**.

Problem Statement

Based on the above background, the problems in this research are as followed :
1. Whether compensation affects the performance of civil servants at the Bogor polytechnic office.
2. Whether work culture affects the performance of civil servants at the Bogor Polytechnic office.
3. Whether compensation and work culture affect the performance of civil servants at the Bogor Polytechnic office.

Objectives of the Study

In the formulation of the problem this research aims to identify the following :
1. To know the effect of compensation on the performance of civil servants at Polbangtan Bogor.
2. To know the influence of work culture on the performance of civil servants at Polbangtan Bogor.
3. To know the effect of compensation and work culture together on the performance of civil servants of Polbangtan Bogor.

Research Methods

Type of Research Data
The types of data used in this research are quantitative data with a descriptive approach. According to Sugiono (2015: 3) in (Agustian et al., 2019) Quantitative research can be defined as a research method based on the positivismen philosophy, usually used to research on populations or samples.

Source of Research Data
Cited in (Bone Jose, Adhi Pratistha Silen, 2022) there are two types of data sources that researchers can use, namely:
1. Primary data According to Arikunto (2013) primary data is data in the form of verbal or spoken words in behavior performed by the subject, in this case the research subject related to the variables studied. Primary data in this study was obtained by researchers directly from informant sources and interviews with Bogor Polytechnic employees.
2. Sugiyono (2018) states that secondary data is a data source that does not directly provide data to researchers. Secondary data in this study were obtained from reference books, research journals, and others.

Data Collection Techniques
According to Sugiyono (2017, p.194), data collection techniques can be seen in terms of data collection methods or techniques, through interviews, questionnaires and observations. In this study, researchers used questionnaire techniques in collecting data.
1. Interview

Interviews can be used as a data collection technique by determining issues that must be researched to find out things about respondents.

2. Questionnaire

Sugiyono (2015:142) in (Shabrina et al., 2020) The questionnaire is a fairly efficient data collection technique if the researcher knows the variables to be measured. Anget is a data collection technique that is done by giving questions or written statements to respondents to be answered by respondents.

3. Observation

Observation is an observation or technique carried out by making careful observations and recording systematically.

Population

According to Sugiyono in (Eka Putra, 2021) population is an overall domain consisting of various objects or subjects with qualities and characteristics that have been determined by researchers and conclusions will be made. In this study there were 144 civil servants of the Bogor Agricultural Development Polytechnic.

Sampel

According to Sugiyono in (Dan, 2022) also explains that the sample is part of the population which is a resource in research, where the population is part of the number of characteristics possessed by the population. To determine the sample, the researcher uses the Solvin formula because the population is known and the number of samples taken must be able to represent the population.

Analysis Methods

According to Siregar in (Imron, 2019) what is meant by data analysis is as follows:

Data analysis is an activity after data from all respondents is collected. Activities in data analysis group data based on variables and types of respondents, present data from each variable studied, perform calculations to answer problem formulations and perform calculations to test hypotheses that have been proposed.

Validity Testing

Validity test is to find out whether the questionnaire used as a research instrument is valid and able to reveal something that will be measured. Validity shows how well an instrument made measures certain concepts that Sekar wants to measure (2017: 226). If a study uses a questionnaire in collecting research data, a validation test must be carried out to determine whether the questionnaire it prepares has been able to measure what it wants to measure.

Reliability Testing

According to Sugiyono (2017) the reliability test is the extent to which the measurement results using the same object and will produce the same data.

Classic Assumption Test

This classic assumption test aims to determine and test the feasibility of the regression model used in this study. This test is also intended to ensure that the regression model used cannot be multicollinearity and heteroscedatity and to ensure that the resulting data is normally distributed. Classical assumption testing is carried out so that the value of the estimated model parameters used is declared valid. The classic assumption storage test consists of normality test, heteroscedasticity test and multicollinearity test Ghozali (2016).

1. Data Normality Test

Normality test aims to test in the regression model the confounding or residual variables have a normal data distribution Ghozali (2016: 110). There are two events to detect whether the data is normally distributed or not, namely by graph analysis and statistical analysis.

2. Multicolinearity Testing

Multicollinearity is a situation where some or all of these independent variables are equal to one, so the consequence is :

a. The regression coefficients are unstable

b. The standard error of each regression coefficient becomes infinite.

Thus, it means that the greater the correlation between independent variables, the greater the regression coefficients, the greater the error of the standard error. The method used to detect the presence or absence of multicollinearity is to use the Variance Inflation Factor (VIF).

$Ri2$ is the coefficient of determination obtained by regressing one of the independent variables X1 on the other independent variables. If the VIF value is less than or equal to 10 then among the independent variables there is no multicorlinearity.

3. Heteroskedasticity Testing

The heteroscedasticity test is used to determine whether the regression model occurs inequality of variance from the residuals of one observation to another. If the variance of the residuals from one observation to another is constant, it is called homoscedasticity and if it is different, it is called heterodedicity. A good regression model is homoscedasticity or if there is no heteroscedasticity Ghozali (2016).

This test is carried out using the glacier test. The glacier test is used to regress the absolute value of the unstandardized residual and the value of the independent variable or variable in transformation. The decision-making criteria if the significant value is> 0.050 then there is no heteroscedasticity problem. If on the contrary the significant value <0.050 then there is a heteroscedasticity problem Imam Ghozali (2016: 143).

Data Analysis Method

The analysis technique used in this research is a two-periodic regression analysis technique or multiple analysis. This analysis is used to determine whether or not there is an effect of compensation and work culture on the performance of Bogor Polytechnic employees. The result of regression analysis is the coefficient for each independent variable.

Hypothesis Test

Hypothesis testing used in this study will use multiple regression conducted with SPSS

1) Partial Significance Test (T Test)

The t test is used to test the effect of the independent variable partially on the dependent variable. This test is done with the t test with the following:

1. If the significance level is greater than 0.05, it is concluded that Ho is accepted otherwise Ha is rejected.
2. if the level of significance is smaller than 0.05, it can be concluded that Ho is rejected and Ha is accepted.

2). coefficient of determination test (R test)

According to Ghozali (2018) the coefficient of determination test (R test) is to measure how far the model's ability can explain the variation of the independent variable. The coefficient of determination is between zero and one. If the $R2$ value is small, it indicates that the ability of the independent variables to explain the dependent variable is very limited.

Result

Validity Testing
To see the validity level of all questionnaire question items that the author compiled, it can be seen in the table below:

Table 1 Compensation Variable Validity Test Results

Statement No	calculated r-product moment	r-product moment table N=60	Significance	Conclusions
X1.1	0,574	0,254	0,000	Valid
X1.2	0,575	0,254	0,000	Valid
X1.3	0,444	0,254	0,000	Valid
X1.4	0,521	0,254	0,000	Valid
X1.5	0,582	0,254	0,000	Valid
X1.6	0,551	0,254	0,000	Valid
X1.7	0,468	0,254	0,000	Valid
X1.8	0,551	0,254	0,000	Valid
X1.9	0,503	0,254	0,000	Valid
X1.10	0,551	0,254	0,000	Valid
X1.11	0,606	0,254	0,000	Valid
X1.12	0,577	0,254	0,000	Valid

Source: SPSS data processed by researchers, 2023
Based on Table 1, successively for statements X1.1 to X1.12, the calculated r-product moment values listed in the table can be concluded that all of them are greater than the r-product moment table (n = 60; α = 5%) = 0.254 and are supported by a significance value that is below 0.5, thus all statements on variable X1 (Compensation) are declared valid and can be used for further research.

Table 2 Results of the Work Culture Variable Validity Test

Statement No	calculated r-product moment	r-product moment table N=60	Significance	Conclusions
X2.1	0,372	0,254	0,003	Valid
X2.2	0,513	0,254	0,000	Valid
X2.3	0,472	0,254	0,000	Valid
X2.4	0,626	0,254	0,000	Valid
X2.5	0,527	0,254	0,000	Valid
X2.6	0,519	0,254	0,000	Valid
X2.7	0,477	0,254	0,000	Valid
X2.8	0,261	0,254	0,044	Valid
X2.9	0,563	0,254	0,000	Valid
X2.10	0,386	0,254	0,002	Valid
X2.11	0,569	0,254	0,000	Valid
X2.12	0,517	0,254	0,000	Valid
X2.13	0,425	0,254	0,001	Valid
X2.14	0,552	0,254	0,000	Valid
X2.15	0,413	0,254	0,001	Valid
X2.16	0,330	0,254	0,010	Valid
X2.17	0,520	0,254	0,000	Valid

Source: SPSS data processed by researchers, 2023
Based on Table 2 consecutively for statements X2.1 to X2.17, the calculated r-product moment values listed in the table can be concluded that all of them are greater than the r-product moment table (n = 60; α = 5%) = 0.254

and are supported by a significance value that is below 0.5, thus all statements on variable X2 (Work Culture) are declared valid and can be used for further research.

Table 3 Results of the Employee Performance Variable Validity Test

Statement No	calculated r-product moment	r-product moment table N=60	Significance	Conclusions
1	0,575	0,254	0,000	Valid
2	0,433	0,254	0,000	Valid
3	0,581	0,254	0,000	Valid
4	0,654	0,254	0,000	Valid
5	0,573	0,254	0,000	Valid
6	0,459	0,254	0,000	Valid
7	0,544	0,254	0,000	Valid
8	0,589	0,254	0,000	Valid
9	0,526	0,254	0,000	Valid
10	0,519	0,254	0,000	Valid
11	0,394	0,254	0,002	Valid
12	0,583	0,254	0,000	Valid
13	0,312	0,254	0,015	Valid
14	0,619	0,254	0,000	Valid

Source: SPSS data processed by researchers, 2023

Based on Table 3 consecutively for statements 1 to 14, the calculated r-product moment values listed in the table can be concluded that all of them are greater than the r-product moment table (n = 160; α = 5%) = 0.154 and are supported by a significance value that is below 0.5, thus all statements on variable Y (Performance) are declared valid and can be used for further research.

Reliability Test of Compensation Variables, Work Culture, Employee Performance

Table 4 Compensation Variable Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
,771	12

Source: SPSS data processed by researchers, 2023

Based on table 4, the Cronbach's Alpha result for the Service Quality variable is 0.771 and the Cronbach's Alpha value is greater than 0.6, so it is declared reliable.

Table 5 Reliability Test of Work Culture Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
,799	17

Source: SPSS data processed by researchers, 2023

Based on table 5, the Cronbach's Alpha result for the Price Perception variable is 0.799 and the Cronbach's Alpha value is greater than 0.6, so it is declared reliable.

Table 6 Reliability Test of Employee Performance Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
,800	14

Source: SPSS data processed by researchers, 2023

Based on table 6, the Cronbach's Alpha result for the Employee Performance variable is 0.800 and the Cronbach's Alpha value is greater than 0.6, so it is declared reliable.

Classical Assumption Test

Normality Test

Table 7 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	4,57094409
Most Extreme Differences	Absolute	,103
	Positive	,057
	Negative	-,103
Kolmogorov-Smirnov Z		,794
Asymp. Sig. (2-tailed)		,553
a. Test distribution is Normal.		
b. Calculated from data.		

Source: SPSS data processed by researchers, 2023

Based on the results of the Normality Test using the Kolmogorov-Smirnov test method using SPSS assistance. The significance result of the Normality test is 0.526 where the result is greater than the significance requirement of 0.05. So it can be concluded that the normality test in this study is normally distributed.

Multicollinearity Test X1 and X2 Against Y

Tabel 8 Uji Multikolinearitas X1 Dan X2 Terhadap Y

Coefficients[a]

Model	Collinearity Statistics	
	Tolerance	VIF
1 Total Kompensasi	,760	1,317
Total Budaya Kerja	,760	1,317
a. Dependent Variable: Total Kinerja		

Source: SPSS data processed by researchers, 2023

Based on table 8, the Compensation variable (X1) obtained a tolerance value of 0.760 and a VIF value of 1.317 then the Work Culture variable obtained a tolerance value of 0.720 and a VIF value of 1.317 and the variable can be concluded that the tolerance value is not less than 0.1 and the VIF value of all variables is less than 10.00. So it can be concluded that there is no Multicollinearity in the dependent variable.

Heteroscedasticity Test

Table 9 Heteroscedasticity Test X1 and X2 Against Y

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,475	3,695		,129	,898
1 Total Kompensasi	,142	,076	,276	1,868	,067
Total Budaya Kerja	-,059	,055	-,158	-1,073	,288
a. Dependent Variable: RES2					

Source: SPSS data processed by researchers, 2023

Based on table 9 referring to the coefficient table output, it is known that the independent variable Compensation with a sig value of 0.067> 0.05. Then the Work Culture independent variable with a sig value of 0.288> 0.05. The conclusion is that there is no variable whose significance is below 0.05, so the independent variable does not experience heteroscedasticity problems.

Hypothesis Testing Results

Multiple Regression Analysis

Table 10 Analysis of Multiple Regression

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	6,135	5,731		1,071	,289
1 Total Kompensasi	,378	,118	,325	3,214	,002
Total Budaya Kerja	,447	,085	,532	5,265	,000

a. Dependent Variable: Total Kinerja

Source: SPSS data processed by researchers, 2023

Based on Table 20, the multiple regression equation for this study can be determined as follows:

$Y = 6,135 + 0,378 (X1) + 0,447 (X2) + e$

Based on the above equation can show that :

1. X1=X2= 0, then Y will be equal to its constant value, namely 6.135
2. If X1 (Compensation) increases by 1 (one) unit, Y (Performance) will potentially increase by 0.378 if other variables are considered constant.
3. If X2 (Work Culture) increases by 1 (one) unit, Y (Performance) will potentially increase by 0.447 if other variables are considered constant.

Coefficient of Determination

Table 11 Correlation and Determination Coefficients

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,747[a]	,558	,542	4,650

a. Predictors: (Constant), Total Budaya Kerja, Total Kompensasi

Source: SPSS data processed by researchers, 2023

Based on table 11, the results of the summary model output can explain that the relationship or multiple correlation between all variables (Compensation and Work Culture) has a high strength of relationship. This can be seen based on the multiple correlation coefficient value of 0.747. The acquisition of the coefficient of determination r-square value of 0.558 can be explained that the Compensation and Work Culture variables are able to influence or explain the diversity (variability) of the value of customer satisfaction by 75% while the remaining (100% - 75% = 25%) is influenced outside the model or explained by other variables not examined.

T Test (Partial Test)

Table 12 Partial Test (T-tests) Compensation and Work Culture on Performance

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	6,135	5,731		1,071	,289
1 Total Kompensasi	,378	,118	,325	3,214	,002
Total Budaya Kerja	,447	,085	,532	5,265	,000

a. Dependent Variable: Total Kinerja

a. Dependent Variable: Total Kinerja

Source: SPSS data processed by researchers, 2023

To show the relationship of Compensation (X1) to Performance Satisfaction (Y) and Work Culture (X2) to Performance (Y) with t table α = 5% (df = n-k-1 or df = 60-2-1 = 57; α = 5%) = 1.672 then:

1) The test hypothesis between X1 on Y partially

Ho : β = 0, there is no effect of Compensation on Performance

H1 : β ≠ 0, there is an effect of Compensation on Performance

Based on table 12, the calculated t value is greater than the t table or (3.214> 1.672), and the significance value is below 0.05 (0.002 <0.05). Thus H0 is rejected and H1 is accepted, this means that there is an effect of Compensation on Performance.

2) Test hypothesis between X2 on Y partially

Ho : β = 0, there is no effect of Work Culture on Performance

H2 : β ≠ 0, there is an influence of Work Culture on Performance

Based on table 12, the calculated t value is greater than the t table or (5.265> 1.672), and the significance value is below 0.05 (0.000 <0.05). Thus H0 is rejected and H2 is accepted, this means that there is an effect of Work Culture on Performance.

F Test (Simultaneous Test)

Table 13 F Test (Simultaneous Test)

ANOVAᵃ

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	1556,265	2	778,133	35,980	,000ᵇ
1	Residual	1232,718	57	21,627		
	Total	2788,983	59			

a. Dependent Variable: Total Kinerja

b. Predictors: (Constant), Total Budaya Kerja, Total Kompensasi

Source: SPSS data processed by researchers, 2023

Based on table 13, it is obtained that the relationship between the independent variable (X), which consists of Compensation and Work Culture simultaneously with the dependent variable (Y), namely Performance, then obtained the f table with 2 independent variables, namely 3.16.

1) Hypothesis testing between X1 and X2 simultaneously on Y partially

Ho : β = 0, there is no effect of Compensation and Work Culture on Performance.

H4 : β ≠ 0, there is an effect of Compensation and Work Culture on Performance.

Based on table 13, the calculated F value is 35.980 and the F table is 3.16, thus the calculated F is greater than the F table or (35.980> 3.16). And the significance value is below 0.05 (0.000 <0.05). Thus H0 is rejected and H4 is accepted, this means that there is an influence between Compensation and Work Culture on Performance.

Discussion

Effect of Compensation on Performance

Based on the results of the t test, it can be seen that the significant value is 0.002 <0.05 and t count 3.214> t table 1.672. Thus Ho is rejected and H1 is accepted, this means that there is an effect of Compensation on Performance.Then the results of this study are in line with research that has been done (Ananda & Fitriani, 2023) with the results of research showing that compensation has a positive and significant effect on employee performance.

Effect of Work Culture on Performance

Based on the results of the t test, it can be seen that the significant value is 0.000 <0.05 and t count 5.265> t table 1.672. Thus H0 is rejected and H2 is accepted, this means that there is a Work Culture on Performance.

Then the results of this study are in line with the research that has been done (Putu et al., 2022) with the results showed that the results showed that Work Culture has a positive and significant influence on Employee Performance.

The Effect of Compensation and Work Culture on Performance

Based on the results of the f test, it can be seen that the significant value is 0.000 <0.05 and f count 9.829> f table 2.79. Thus H0 is rejected and H2 is accepted, this means that there is a Work Culture on Performance. Thus H0 is rejected and H3 is accepted, this means that there is an influence between Compensation, and Work Culture on Performance.

The results of this study are in line with research that has been conducted previously by (Safiih, A. R., & Fahmi, 2023) Compensation partially has a positive and significant effect on employee performance, work culture partially has a positive and significant effect on employee performance and compensation and work culture simultaneously have a positive and significant effect on employee performance.

Conclusion

Based on the results of the analysis and discussion previously described about the Effect of Compensation and Work Culture on Performance at Polbangtan Bogor, several conclusions can be drawn from the overall research results, namely as follows: 1. Compensation has a positive and significant effect on performance with a regression coefficient value of 0.379 and has a significance value of 0.002. 2. Work Culture has a positive and significant effect on Performance with a regression coefficient value of 0.447 and has a significance value of 0.000. 3. Compensation and Work Culture together have a significant effect on Performance with a regression coefficient value of 35.980 and has a significance value of 0.000. This means that the better the compensation and work culture provided by the organization or company, the employee performance will increase.

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