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Analysis of the influence of organizational culture, training and compensation on the performance of education personnel (empirical study at the Faculty of Fisheries and Marine Sciences IPB)

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Abstract. Performing education personnel who does not meet the standards may affect a job assignment. High performance can improve the quality of a job, and efforts to improve performance continue to be carried out, one of which is by developing the existing organizational culture, conducting quality training, and adjusting to the provision of compensation, which may affect the performance of the Education Personnel. This study aims to analyze: 1) the effect of organizational culture on performance, 2) the effect on performance, 3) the effect of compensation on performance, and 4) the influence of organizational culture, training, and compensation on performance. The data collection technique used a questionnaire with a saturated sampling method where all population members (69 education personnel) were used as samples. Partial Least Square (PLS) based on Structural Equation Model (SEM) using SmartPLS 3.0 software used during data analysis. The results of the analysis show that: 1) organizational culture affects the performance of education personnel, 2) training affects the performance of education personnel, 3) compensation affects the performance of education personnel, and 4) organizational culture, training, and compensation together affect the performance of education personnel. Thus, the results indicate that organizational culture, training, and compensation do not have a positive and significant effect on the performance of education personnel at the Faculty of Fisheries and Marine Sciences, Bogor Agricultural University.

Keywords. Education Staff Performance, Organizational Culture, Training, Compensation

Introduction

Quality and competitive human resources are strongly influenced by higher education. The performance of education personnel is very important for higher education institutions because it greatly affects the efficiency and effectiveness of education. As a higher education institution specializing in fisheries and marine affairs, the Faculty of Fisheries and Marine Sciences IPB faces special challenges to ensure the quality and competitiveness of its students. Therefore, this study will study organizational culture, training, and compensation, among other components that affect the performance of education personnel. Education personnel are human resources in educational units. Based on the Constitution of the Republic of Indonesia

No. 20 of 2003 article 39 paragraph 1 (one) explains that "Education personnel are tasked with administrative, managing, developing, supervising, and technical services to support the educational process in education units".

The responsibilities and duties of education personnel in supporting a process of educational activities are very large, so education personnel need support from various parties to be able to improve their knowledge, skills so that performance in educational units becomes quality. However, the obstacle faced by the Faculty in coaching and career development is that it is quite difficult to change the attitude / work culture that has been rooted, namely a work culture that tends to be relaxed towards a corporate attitude / culture that demands high performance. This will certainly have an impact on the low performance achievement of the staff concerned and the organization because the work target or work target is not achieved. The organizational culture at FPIK IPB as a higher education institution, must always prioritize honesty, obey the principles in accordance with the rules, be objective to facts and data. Seven Corporate Cultures in IPB as guidelines that can be adhered to, namely: Academic Excellence, Spiritualism, Happy to Work Persistently, Empathy / Caring, Commitment and Responsibility. These guidelines can be adopted by all employees from top management to the lowest level in the institution and if all can implement it, of course this will have a positive influence on the work environment so that the goals of the institution will be achieved in accordance with expectations, both personally and institutionally.

To build the figure of the apparatus, FPIK staff must have care values in improving performance. Education is an element of care values, so the better the education, the easier it will be to apply the work because the knowledge and expertise they have increased. In addition to organizational culture, to support IPB's mission as a World Class University and in the context of developing quality human resources, the Faculty of Fisheries and Marine Sciences has now included its staff in various trainings, training programs are directed to improve managerial capabilities including changes in corporate attitudes / culture and skills, broadening horizons and mastery of technology. Given that FPIK formal education has not yet reached the required capabilities, the training program is considered the most appropriate to improve the competence of staff to support the implementation of duties effectively, efficiently, and professionally. In addition to organizational culture and training, another factor that can affect the performance of FPIK staff is compensation. The compensation system in the form of incentives for staff at the Faculty refers to the IPB Rector's Decree Number 18 / IT3 / KP / 2019 concerning IPB Reward System Guidelines, the IPB reward system was developed with the aim of realizing a better reward system, namely with the principle of fairness, realistic and easy to adjust. The compensation received by the staff for the performance that has been achieved includes: basic salary, 13th salary, Holiday Allowance (14th salary), food allowance, health insurance (social or commercial access card), other benefits such as 5% monthly performance incentives, 70% semester performance incentives and on-time attendance incentives and other facilities that support work. However, with these various facilities, in reality, the current incentive provision is still not in accordance with the Minister of Education and Culture of the Republic of Indonesia No. 49 of 2020 concerning Performance Allowances for staff at FPIK IPB as well as performance allowances received by staff at State Universities Work Unit (PTN Satker).

Theoretical studies

Understanding organizational culture according to (Robbins, 2013) in (Hendra, 2020), organizational culture is "a system that is shared that is believed by every member of the

organization, and as a differentiator from one organization to another". Organizational culture, according to Robert Kreitner and Angelo Kinicki (2014: 34) namely: Creating identity to each member of the organization, Facilitating the commitment of a group, Adding stability to the social system, Shaping behavior by helping each member of the organization understand their area. According to Kasmir (2016) in (Hendra, 2020), training is a process in forming and equipping an employee to increase their skills, knowledge, abilities, and change their behavior, meaning that the quality of employee work can be formed by conducting training. According to Kreitner and Kinicki (2014: 258) in (Saman, 2020), argue that compensation is not only in the form of salary, benefits (financial), but opportunities to get recognition, personal growth, and a comfortable work environment so that it can motivate employee work in producing their works. Performance is the quality and quantity of individual work in the company in carrying out the main work in accordance with the procedures and regulations applicable within the company. Torang (2013) in (Saman, 2020).

The performance variables in this study refer to the performance of education personnel at FPIK IPB. Performance is measured through several indicators that can reflect the level of success and productivity of employees in carrying out their duties. The performance indicators measured in this study are: Achievement of work targets: Measuring the extent to which employees can achieve predetermined work targets. Quality of work: Measures the level of quality of work produced by employees. Speed and accuracy of work: Measures how quickly and how precise employees are in completing their tasks. Self-development: Measures the extent to which employees develop themselves and improve their competencies. Adaptability: Measures how well employees can adapt to changes and challenges. Teamwork: Measures the extent to which employees can work together in a team and contribute to team success. Innovation and creativity: Measures the extent to which employees can provide innovative and creative ideas in their work. Service to stakeholders: Measure the extent to which employees provide good service to stakeholders such as students, lecturers, and external parties. Performance measurement is carried out through self-assessment and evaluation from direct supervisors. Employees are asked to assess their own performance based on the indicators already mentioned, and then the immediate supervisor also gives an assessment of the employee's performance. The results of self-assessment and supervisor evaluation are used to measure the level of employee performance on each predetermined indicator.

Results and discussion

The goodness of a research model can be shown from the magnitude of the coefficient of determination (R Square and Q Square), which is a number that shows the magnitude of variation in exogenous variables in influencing endogenous variables. where if the value of R Square on a model is close to number 1, the model can be said to be good. In this study, the structural equation is the influence of organizational culture, training, compensation on performance. after testing, the R Square value can be shown in table 16 below:

R Square		
R Square	R Square Adjusted	
Performance	0.805	0.796

Source: SmartPLS 3.0

data analysis results Based on PLS data calculations, an R Square value of 0.805 is obtained meaning that the influence given jointly or simultaneously from exogenous variables of organizational culture, training, and compensation on endogenous variables of performance

is 0.805 with an Adjusted R Square value of 0.796, meaning all constructs Exogenous variables simultaneously affect endogenous variable performance 79.6%. While 20.4% can be influenced by variables that are not in the model in this study. It can be concluded that the performance equation model is already in a strong category because the value of the coefficient of determination > 0.67 . In addition to the value of the coefficient of determination (R Square), the goodness of a research model in PLS can also use the value of Predictive Relevant (Q Square).

Q Square

SSO	SSE	variable	Q2 (=1-SSE/SSO)
Organizational culture	759,000		759,000
Training	690,000	690,000	
Compensation	483,000	483,000	
Performance	621,000	317,001	0.490

Source: SmartPLS 3.0

data analysis results Based on the results of the Q Square calculation in table 17, $Q^2 > 0$ values are obtained, meaning that exogenous construct variables have predictive relevance for endogenous construct variables. From these results, the model in this study can be declared to have good of fit. To see the strength of the relationship between exogenous variables and endogenous variables, measurements of path analysis between constructs were carried out, the value of the path coefficient ranged from 0 to 1, the relationship between the two constructs was stronger and could be said to have a positive relationship, if the value of the path coefficient ranged from 0 to -1, the relationship between the two constructs It is weak and can be said to be negative. The values of the path coefficient are shown in the following table 18:

Path Coefficient

Variable	Coefficient of Description
organizational culture	0.268
Positive Performance Training	-> 0.391
Positive Performance	-> compensation 0.292

Positive Performance

Negative	Positive
-1	0
0	1

Source: SmartPLS 3.0 data analysis results

Based on the results of the path coefficient analysis in table 18 can be concluded as follows: The correlation of organizational culture to performance is 0.268 the value of the path coefficient has a vulnerability between 0 - 1, meaning that if the organizational culture increases by one unit it will increase in performance variables by 26.8%. From the data that has been obtained, organizational culture has a positive influence on performance. The correlation of training to performance is 0.391 The value of the path coefficient has a vulnerability between 0 - 1, meaning that if the training increases by one unit it will increase in performance by 39.1%. The data that has been obtained then, training has a positive influence on performance. The correlation of compensation to performance is 0.292 The value of the line coefficient has a vulnerability between 0 - 1, meaning that if compensation increases by one unit it will increase in performance by 29.2%. From the data that has been obtained, compensation has a positive influence on performance. The rule used in this model is t-statistics > 1.96 with a significance level of 0.05 (5%). The results of the calculation of T Statistics are done by bootstrapping on PLS which can be presented in the following table 20:

T-Statistics (t-test)

Variable

Original Sample

Sample Mean Standard Deviation (STDEV) T

Statistic (O/STDEV) P

Value s Caption n

BO -> KJ 0.268 0.279 0.132 2.026 0.043 Significant

PL -> KJ 0.391 0.378 0.132 2.966 0.003 Significant

KM) -> KJ)0.292 0.296 0.135 2.163 0.031 Significant

Source: SmartPLS 3.0

data analysis results From the results of testing statistical T data with PLS, it can be described as follows: Organizational culture variables on performance obtained T Statistics $2.026 > 1.96$ and p value $0.043 < 0.05$ means that the influence that occurs between organizational culture and performance is significant. Training variables on performance obtained T Statistics $2.966 > 1.96$ and p value $0.003 < 0.05$ means that the influence that occurs between training and performance is significant. The variable compensation for performance obtained T Statistics $2.163 > 1.96$ and p value $0.031 < 0.05$ means that the influence that occurs between compensation on performance is significant.

Conclusion

Organizational culture has a significant positive influence on performance, where the correlation that occurs between organizational culture and performance is 0.268 with statistical t values of $2.026 > 1.96$. Organizational culture has the lowest value in influencing performance. Training has a significant positive influence on performance, where the correlation that occurs between training and performance is 0.391 with statistical t values of $2.966 > 1.96$. Training has the highest value in influencing performance. Compensation has a significant positive influence on performance, where the correlation that occurs between compensation and performance is 0.292 with a statistical t value of $2.163 > 1.96$. Organizational culture, training, compensation together have a significant positive influence on performance. Where performance is met by organizational culture, training and compensation is 0.805. The value of the influence given by exogenous variables on endogenous variables is already in a strong category.

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