

# The Effect of Work Environment, Organizational Culture and Compensation on Employee Performance at PT. Glory Industrial Semarang

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**Abstract.** This research is to find out the effect of the work environment, organizational culture, and compensation on employee performance. The population are the employees of PT. Glory Industrial Semarang and the sample used is 100 employees. This study uses primary data in the form of statement items in the questionnaire. The data is processed by using the SPSS application. The results of data processing are in the form of descriptions of respondent identities, descriptions of variables, validity test results, reliability test results, model feasibility test results (F test), coefficient of determination test results and hypothesis test results (t test). Based on the results of hypothesis testing, the results show that the work environment has no effect on employee performance, organizational culture has a positive and significant effect on employee performance, and the compensation has a positive and significant effect on employee performance. This means that the work environment will be improved or not, will not affect employee performance. Meanwhile, if organizational culture and compensation are improved, employee performance will also increase.

**Keywords:** work environment, organizational culture, compensation

## INTRODUCTION

Human resources are the most important asset in a business organization or a company, because they are the subject of implementing company policies and operational activities. The success of a company in achieving its vision and mission is largely determined by the performance of its human resources. Internal resources such as capital, methods, and machines cannot provide optimal results if they are not supported by people who perform optimally.

PT. Glory Industrial Semarang is a company engaged in the garment sector which is a labor-intensive sector with the production of various products. A number of products produced are multiple types of apparel, such as outdoor wear, hunting gear, men's shirts, chambray, pants, dresses, skirts, and baby and kids products. Most products produced are exported to various countries according to the orders obtained. With so many style orders ordered, the company is very dependent on the performance of its employees to get product results that are as expected, both in terms of quantity and quality of products produced, and can be completed on time. So the company should pay more attention to the performance of its employees because the source of the success of an organization depends on the effectiveness and efficiency of the human resources themselves.

Empirical studies have been carried out to see the impact of the work environment, organizational culture and compensation and on employee performance. At the empirical study stage, it was found that the results were not balanced on the impact of the work environment on employee performance. Empirical studies have been carried out by [1], [2], [3], [4], [5], [6], [7], [8], [9], [10] also [11] and get the result that the work environment has a positive and significant effect on employee performance. Meanwhile some research by [12], [13], [14], and [15] states that the work environment has a significant influence on employee performance, regardless of the direction. The research gaps are obtained from the studies [16] which states that the work environment has no positive effect on employee performance.

Empirical studies to analyze the effect of organizational culture on employee performance have been carried out by [3], [5], [6], [17], [18], [19], [20], also [21] whose get the results of organizational culture have a positive and significant effect on employee performance. The research that made by [14], [22] dan [23] states that organizational culture has a significant effect on employee performance, regardless of direction. The research gap were obtained from [15] which states that organizational culture has no effect on employee performance.

Empirical studies to analyze the effect of compensation on employee performance have been carried out by [2], [4], [6], [7], [11], [16], and [24] which get the result that compensation has a positive and significant effect on employee performance. The Research gap were obtained by the research of [13] and [15] which concluded that compensation has no effect on employee performance.

[25] states that 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 them. Optimizing human resources in a company, it is necessary to pay attention to several factors that can affect employee performance, including the work environment in the company. The work environment is one important factor in creating employee performance because the work environment has a direct influence on employees in completing work which will ultimately improve company performance. A working environment condition is said to be good if employees can carry out activities optimally, healthily, safely, and comfortably. Therefore the determination and creation of a good work environment will greatly determine the success of achieving organizational goals. [26] state that the work environment is the entire facility and infrastructure around employees who are doing the work itself.

Besides the work environment, one of the factors that affect employee performance is organizational culture. [27] Explaining organizational culture is a system of values, norms (beliefs), assumptions, or norms that have long been in effect, agreed upon, and followed by members of an organization as a guideline of behavior and solutions to organizational problems. Organizational culture has a very strategic role to encourage and improve performance effectiveness, especially employee performance both in the short and long term. The role of organizational culture is as a tool for determining the direction of the organization, directing what may and may not be done, how to allocate organizational resources, and also as a tool for dealing with problems and opportunities from the organizational environment. Compensation is also a factor that influences employee performance. [28] State that compensation is the overall reward received by employees as a reward for the contributions made to the organization, both financial and non-financial.

## METHODS

This type of research is a quantitative study that uses a questionnaire as a medium to collect data from respondents. This research was conducted at PT. Glory Industrial Semarang which is located at Soekarno Hatta Street KM. 9, Samban, Bawen, Semarang Regency, Central Java 50661. The population of this research is all employees of PT. Glory Industrial Semarang. The sampling technique in this study used a non-probability sampling technique, namely a purposive sampling approach. Purposive sampling is a sampling technique with certain considerations, namely employees who have worked for at least one year. To determine the number of samples to be used in the study, Roscoe's theory was used. Roscoe said that the sample size for each study should be between 30 and 200. Therefore, the sample in this study was 100 employees of PT. Glory Industrial Semarang.

The operational definition is the elaboration of each variable according to its constituent indicators. Therefore, operational variables are needed in this study to identify the variables studied. [29] Explaining that there are five dimensions to measure the performance of individual employees, namely: quality with indicators of the quality the work produced, the perfection tasks of the work, and the ability of employees; quantity with indicators of a number of units and number of activity cycles; timeliness with output results indicators in accordance with coordination and maximizing time for other activities; effectiveness with indicators of maximizing the use of company resources and independence with indicators of the level of employees carrying out work functions, commitment to work with the company, and responsibility towards the company.

[30] Mention that there are three dimensions of the work environment, namely physical work environment conditions, non-physical work environment, and psychological factors. The conditions of the physical work environment include indicators of work space environmental factors and work space cleanliness and tidiness factors. Non-physical work environment includes indicators of social environmental conditions, social status factors, labor relations factors, and information system factors. While psychological factors include indicators of job boredom and fatigue at work.

[31] State that recent research suggests seven primary characteristics that together capture the essence of an organization's culture, namely: innovation and risk-taking, concern, result orientation, people orientation, team orientation, aggressiveness, and stability. So did [32] explains that there are two dimensions for measuring

compensation, namely material which consists of indicators of salary, incentives, and bonuses, also non-material dimensions which consist of training and development, praise, and leave.

## RESULTS AND DISCUSSION

### RESULTS

The description of the respondent is used to obtain information and the identity of the respondent. The description of the respondents used in this study includes gender, age, last education and length of work detailed as in **TABLE 1**:

**TABLE 1.** Respondents Description

No		Description	Total	Percentage (%)
1	Gender	Male	15	15
		Female	85	85
2	Age	< 20 y.o	1	1
		20 – 25 y.o	18	18
		26 – 30 y.o	26	26
		31 – 35 y.o	15	15
		36 – 40 y.o	17	17
		41 – 45 y.o	16	16
		46– 50 y.o	5	5
		>50 y.o	2	2
3	Education	Elementary School	5	5
		Junior High School	36	36
		Senior High School	54	54
		Diploma (D1/D2/D3)	3	3
		Graduate (S1/S2/S3)	2	2
4	Working Period	1 - 5 years	47	47
		6 - 10 years	23	23
		11 - 15 years	7	7
		16 - 20 years	17	17
		>20 years	6	6

Source: Processed Data Results

Based on **TABLE 1**, it can be seen that the majority of respondents were women, 85 people (85%). Respondents were dominated by the age range of 20-45 years, there were 92 people (92%), junior high school and senior high school graduates were 90 people (90%), and the working period between 1 to 10 years, 70 people (70%).

Based on **TABLE 2** it is shown that the responses of the respondents to the work environment yielded a mean value of 4.02, to organizational culture produced a mean value of 3.88, to compensation yielded a mean value of 3.91, and to employee performance produced a mean value of 4.04. Thus it can be concluded that the majority of respondents gave an agreeable response to both the variables of the work environment, organizational culture, compensation, and employee performance.

The data validity test aims to determine the validity of the questions and questionnaire distribution. This test measures whether the indicator is valid or not.

**TABLE 2.** Variable Description

<b>Indicators</b>	<b>Mean</b>	<b>Minimum</b>	<b>Maximum</b>
Working environment factors (X1.1)	3,86	1	5
Factors of cleanliness and tidiness of the work space (X1.2)	4,06	3	5
Social environmental conditions (X1.3)	4,10	1	5
Social status factors (X1.4)	4,13	1	5
Work relationship factors (X1.5)	4,29	1	5
Information system factor (X1.6)	4,10	1	5
Flatness at work (X1.7)	3,89	1	5
Fatigue at work (X1.8)	3,69	1	5
Work environment (X1)	4,02	1	5
Innovation and risk-taking (X2.1)	3,75	2	5
Attention (X2.2)	3,85	1	5
Result orientation (X2.3)	3,93	1	5
People orientation (X2.4)	3,88	1	5
Team orientation (X2.5)	4,04	1	5
Aggressiveness (X2.6)	3,59	1	5
Stability (X2.7)	4,09	1	5
Organizational culture (X2)	3,88	1	5
Salary (X3.1)	4,00	1	5
Incentive (X3.2)	3,90	1	5
Bonus (X3.3)	4,17	1	5
Training and development (X3.4)	4,01	1	5
Compliment (X3.5)	3,59	1	5
Paid leave (X3.6)	3,81	1	5
Compensation (X3)	3,91	1	5
Quality of work produced (Y.1)	4,12	1	5
Perfection of tasks to work (Y.2)	4,16	2	5
Employee capabilities (Y.3)	4,26	1	5
Number of units (Y.4)	3,88	1	5
Number of activity cycles (Y.5)	3,94	3	5
Output results according to coordination (Y.6)	3,99	3	5
Maximizing the time for other activities (Y.7)	3,65	1	5
Maximizing the use of company resources (Y.8)	4,09	3	5
The level of employees performing work functions (Y.9)	4,17	1	5
Commitment to work with the company (Y.10)	4,07	1	5
Responsibility towards the company (Y.11)	4,14	1	5
Employee performance (Y)	4,04	1	5

Source: Processed Data Results

**TABLE 3.** Validity Test Result

Variable	KMO > 0,5	Indicators	Component Matrix	Descriptions
Work Environment (X1)	0,892	X1.1	0,821	Valid
		X1.2	0,657	Valid
		X1.3	0,837	Valid
		X1.4	0,819	Valid
		X1.5	0,786	Valid
		X1.6	0,856	Valid
		X1.7	0,859	Valid
		X1.8	0,809	Valid
Organizational Culture (X2)	0,903	X2.1	0,681	Valid
		X2.2	0,848	Valid
		X2.3	0,906	Valid
		X2.4	0,869	Valid
		X2.5	0,847	Valid
		X2.6	0,759	Valid
		X2.7	0,815	Valid
Compensation (X3)	0,824	X3.1	0,876	Valid
		X3.2	0,875	Valid
		X3.3	0,771	Valid
		X3.4	0,821	Valid
		X3.5	0,679	Valid
		X3.6	0,676	Valid
Employee performance (Y)	0,851	Y.1	0,764	Valid
		Y.2	0,641	Valid
		Y.3	0,751	Valid
		Y.4	0,788	Valid
		Y.5	0,782	Valid
		Y.6	0,796	Valid
		Y.8	0,808	Valid
		Y.9	0,893	Valid
		Y.10	0,901	Valid
		Y.11	0,896	Valid

Source: Processed Data Results

[33] explains that if the KMO value for the variables work environment, organizational culture, compensation, and employee performance is more than 0.5, it means that the adequacy of the sample is met, so the analysis can be continued. In Table 3 it can be seen that the results of the validity test of stage 1 all indicators of work environment variables, organizational culture, and compensation are valid because the component matrix value is > 0.4. Meanwhile, for the employee performance variable, there is one indicator, namely Y7 is not valid because the component matrix value is < 0.4. The Y7 indicator on the employee performance variable was dropped, then the validity test was carried out in stage 2. In the validity test in stage 2, the indicators tested were valid because the component matrix value was > 0.4.

Reliability test serves to test the consistency of the data in a certain period of time, namely to find out how far the measurement used reliability analysis.

**TABLE 4.** Reliability Test Result

Variable	Cronbach's Alpha	Standard Alpha	Descriptions
Work Environment (X1)	0,922	0,7	Reliable
Organizational Culture (X2)	0,914		Reliable
Compensation (X3)	0,869		Reliable
Employee performance (Y)	0,938		Reliable

Source: Processed Data Results

**TABLE 4** shows that the variables of work environment, organizational culture, compensation, and employee performance produce a Cronbach's alpha value that is greater than the standard alpha of 0.7 so that it is declared reliable. This means that further analysis can be carried out [34].

**TABLE 5.** F test Result

Independent Variable	Dependent Variable	F	Sig
Work Environment (X1)	Employee performance (Y)	59,967	0,000
Organizational Culture (X2)			
Compensation (X3)			

Source: Processed Data Results

Based on **TABLE 5**, it shows a significance value of  $0.000 < 0.05$ . This means that the model is fit or feasible for further analysis [35].

**TABLE 6.** Coefficient Determination Results

Independent Variable	Dependent Variable	Adjusted R Square
Work Environment (X1)	Employee performance (Y)	0,641
Organizational Culture (X2)		
Compensation (X3)		

Source: Processed Data Results

Based on **TABLE 6** it can be seen that the Adjusted R Square value is 64.1%, which means that the variables of work environment, organizational culture, and compensation are able to explain employee performance by 64.1% while the remaining 35.9% ( $100\% - 64.1\%$ ) is explained other variables not examined [34].

**TABLE 7.** Hypotheses Test Result

Independent Variable	Dependent Variable	Beta	Sig
Work Environment (X1)	Employee performance (Y)	0,101	0,362
Organizational Culture (X2)		0,290	0,016
Compensation (X3)		0,488	0,000

Source: Processed Data Results

The results of testing the hypothesis related to the effect of the independent variables on the dependent variable [34] can be seen in **TABLE 7**:

- 1<sup>st</sup> Hypothesis: The work environment has a positive and significant effect on employee performance. The significance level is  $0.362 > 0.05$ , meaning that the work environment (X1) has no effect on employee performance (Y). Thus hypothesis 1 is rejected.
- 2<sup>nd</sup> Hypothesis: Organizational culture has a positive and significant effect on employee performance. The significance level is  $0.016 < 0.05$  and the beta value is 0.290. This means that organizational culture (X2) has a positive and significant effect on employee performance (Y). Thus hypothesis 2 is accepted.
- 3<sup>rd</sup> Hypothesis: Compensation has a positive and significant effect on employee performance. The significance level is  $0.000 < 0.05$  and the beta value is 0.488. This means that compensation (X3) has a positive and significant effect on employee performance (Y). Thus hypothesis 3 is accepted.

**DISCUSSION**

Based on the results of hypothesis testing, it was found that the work environment did not affect the performance of employees at PT. Glory Industrial Semarang. The argument that can be given is that the majority of employees are women who easily adapt to their surroundings. In addition, they are also still young with low bargaining power so they easily accept orders. Employees also depend on their jobs, given that it's hard to find jobs out there where higher

education is a priority. These employees have a working period of 1 to 10 years, they are still enthusiastic about having a high career so that boredom or fatigue does not affect their performance. Under these conditions, the work environment will not affect the performance of its employees. This result is in line with [16] that state the work environment has no effect on employee performance.

Based on the results of hypothesis testing, it was found that organizational culture has a positive and significant effect on employee performance at PT. Glory Industrial Semarang. Observations show that this company has implemented an organizational culture such as a result-oriented company, human resource-oriented, work team-oriented, and steady in achieving company goals. This is also supported by the majority of the company's employees who are women at a young age who are generally easier to work with and need each other. Results-oriented employees achieve targets and get bonuses from the company. With the majority of employees working for 1 to 10 years, they aim for a career and have a large salary. These results support the results of previous research conducted by [3], [5], [6], [17], [18], [19], [20], also [21] which states that organizational culture has a positive and significant effect on employee performance.

Based on the results of hypothesis testing, it was found that compensation has a positive and significant effect on employee performance at PT. Glory Industrial Semarang. The compensation here is related to the provision of appropriate salaries, the provision of bonuses for employees who achieve or achieve targets, as well as the existence of training and development from the company which in fact improves employee performance. This is related to the majority of employees that are women aged 20 to 45 years who tend to be very dependent on the salary they earn and feel happy when they get a bonus from the company. Employees with a working period of 1 to 10 years are starting their careers, so that training and competency development by the company can improve skills and become provisions for the future. Therefore, the existence of these factors can influence employees to improve their performance. This result is in line with the results of previous research conducted by [2], [4], [6], [7], [24] that compensation has a positive and significant effect on employee performance.

## CONCLUSIONS

The results of the study stated that the work environment does not affect employee performance, meaning that whether the work environment is improved or not, it will not affect employee performance. Organizational culture has a positive and significant effect on employee performance, meaning that if organizational culture is improved, employee performance will also increase. Compensation has a positive and significant effect on employee performance, meaning that if compensation is increased, employee performance will also increase.

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