

THE INFLUENCE OF COMPENSATION, WORK MOTIVATION, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT BALI BISTRO IN ITDC THE NUSA DUA BALI

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Abstract:

This study aims to determine and analyze the influence of compensation, work motivation and organizational culture on employee performance at Bali Bistro at ITDC The Nusa Dua, Bali. Research data was collected by distributing questionnaires. The total sample was 32 respondents. The analysis tool uses Multiple Linear Regression analysis. Based on the results of the significance test using the F test, it shows that funding, work motivation and organizational culture simultaneously have a positive and significant effect on employee performance at Bali Bistro at ITDC The Nusa Dua, Bali. The coefficient of determination shows that changes in employee performance variables can be explained by the variable availability, work motivation and organizational culture by 83.6%. while 16.4% is explained by other variables outside of compensation, work motivation and organizational culture. Based on the significance test using the t test, it shows that individual interference has a positive and significant effect on employee performance, individual work motivation has a positive and significant effect on employee performance, and organizational culture has a positive and significant effect on employee performance at Bali Bistro.

Keywords: Compensation, Work Motivation, Organizational Culture, Employee Performance

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INTRODUCTION

Human resources play a pivotal role in a company's success. Their performance is a key determinant of the company's ability to achieve its goals. This underscores the crucial need for professional human resource management, which can effectively balance employee needs with the company's demands and capabilities. The quality of human resources significantly impacts their own performance.

Performance, whether individual or group-based, is the outcome of work within a company, as per the authority and responsibilities assigned (Kasmir, 2020:181). High employee performance is a catalyst for organizational development. Conversely, a decline in performance can impede the company's progress towards its objectives.

Bali Bistro, located in ITDC The Nusa Dua, is a culinary business that competes with other bistros in the area, such as Coco Bistro and Maguro Asian Bistro. With 32 employees, Bali Bistro's success hinges on their high performance, enabling them to compete effectively in the ITDC The Nusa Dua area.

Employee performance at Bali Bistro indicates that from January to December 2023, the performance has not met the company's expectations. This can be seen from the sales realization, which only met targets in March, April, and July. In other months of 2023, sales realization did not reach the predetermined targets, with the highest realization occurring in July due to it being part of the high season and the lowest realization in November when Bali Bistro underwent renovations, causing operations to halt for several days. Based on interviews with several employees, the failure to meet targets is related to issues concerning compensation, work motivation, and organizational culture, which affect employee performance.

Compensation is the reward given by the company to its employees, encompassing financial and non-financial aspects. For the company, compensation serves as a form of appreciation for employees who have contributed to achieving the company's goals (Anton & Ririn, 2019). The compensation received indicates that employees' basic salary is IDR 71,200,000 per month, with meal allowances provided by the company amounting to IDR 8,600,000 per month. The holiday allowance is given only

once a year during the Nyepi holiday, as all employees practice Hinduism. Employees feel their salary and meal allowances should be higher, and these compensations are often not disbursed on time. This situation leads to a lack of motivation among employees to perform better.

Another factor that can influence employee performance is work motivation. Motivation is the desire that arises within an individual, inspired and encouraged to perform activities willingly and joyfully, resulting in good and quality outcomes from their efforts (Afandi, 2018:203). The motivation provided by Bali Bistro to its employees is in the form of non-financial incentives. Based on interviews with several employees, they expressed dissatisfaction with the owner's lack of attention to diligent employees and the inadequacy of facilities and infrastructure needed for employees to complete their tasks effectively. Motivation needs to be implemented in a company, as high motivation in all activities and tasks will lead to increased work spirit and better performance.

Organizational culture is the valid and proper outcome taught to employees as the correct way to align perceptions, feelings, and thoughts regarding the challenges faced. Organizational culture includes values that hold the same meaning for its members and shared beliefs about the organization's existence (Afandi, 2018:98). The organizational culture applied at Bali Bistro is one of risk tolerance. In terms of risk tolerance, all employees are expected to work innovatively, aggressively, and courageously in taking risks. Based on observations, some employees still have not performed their tasks with the courage to take risks at Bali Bistro. Given the background of these issues, it is necessary to conduct research titled: The Influence of Compensation, Work Motivation, and Organizational Culture on Employee Performance at Bali Bistro in ITDC The Nusa Dua, Bali.

Employee Performance. According to Kasmir (2020:181), employee performance is defined as the work results and work behavior achieved in completing assigned tasks and responsibilities within a specific period. Meanwhile, Edison et al. (2021:188) define employee performance as the result of a process that is referenced and measured over a certain period based on previously established criteria or agreements. Employee performance is crucial as it reflects how effectively individuals or teams achieve organizational goals. This performance assessment includes not only the final results but also the processes and behaviors demonstrated during task execution. With a clear understanding of employee performance, companies can take steps to enhance productivity and achieve strategic objectives.

Compensation. According to Sudarso (2019), compensation is defined as the reward that corresponds to what employees receive or what the company provides to its employees, which can be valued in monetary terms and has certain tendencies. Meanwhile, Afandi (2018:191) defines compensation as all income in the form of money, goods, either directly or indirectly, received by employees as a reward for the services provided to the company.

Work Motivation. Work motivation is the condition that drives employees to achieve their goals based on their motives, where motives are the internal needs that must be fulfilled for employees to adapt to their environment (Mangkunegara, 2022:93).

Organizational Culture. Organizational culture is a set of basic assumptions developed by a group of people as they learn to address external adaptation and internal integration problems. These assumptions have been successful enough to be considered valid and are taught to new members as the appropriate way to behave, perceive, feel, and solve problems (Afandi, 2018:97).

METHODS

This study was conducted at Bali Bistro ITDC The Nusa Dua, located at Bali Collection Block A Unit 17, ITDC The Nusa Dua. The focus of this research is on the human resources field concerning compensation, work motivation, organizational culture, and employee performance at Bali Bistro in ITDC The Nusa Dua. The population for this study consists of all employees of Bali Bistro ITDC The Nusa Dua, totaling 32 individuals. In this research, the sample taken includes all employees of Bali Bistro in Nusa Dua, Bali. The sampling method used is a saturated or census method, where all members of the population are included in the sample. A saturated sample is also defined as a maximum sample; adding

more members will not change the representation (Sugiyono, 2019:140), thus the total number of respondents in this study is 32 individuals. The independent variables in this research are Leadership (X1), Work Motivation (X2), and Organizational Culture (X3), while the dependent variable is Employee Performance (Y). The types of data in this study include both qualitative and quantitative data, with sources comprising primary and secondary data. Data collection methods in this research include observation, interviews, documentation studies, and are supported by the distribution of questionnaires. There are four data analysis techniques used in this study, which can be classified as follows: Descriptive Statistical Test, Classical Assumption Test, Multiple Linear Regression Analysis, and Hypothesis Testing.

RESULT AND DISCUSSION

Multiple Linear Regression Analysis.

Table 1. Results of Multiple Linear Regression Analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	13.417	2.363		5.677	<.001
Compensation	.697	.147	.482	4.754	<.001
Work Motivation	.349	.151	.229	2.315	.0028
Organizational Culture	.409	.110	.364	3.713	<.001

a. Dependent Variable: employee performance

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Source: Data processed in 2024

Based on the table above, the multiple linear regression formula for this research variable is presented as follows:

$$Y = 13,417 + 0,697X1 + 0,349X2 + 0,409X3$$

Based on the results of the multiple linear regression equation, it can be explained as follows:

1. α = The constant value of 13.417 indicates that if compensation, work motivation, and organizational culture remain unchanged, the employee performance at Bali Bistro in ITDC The Nusa Dua, Bali will not change.
2. $b1 = +0.697$ indicates that $b1$ is positive, meaning that if compensation (X1) increases, employee performance (Y) will also improve, assuming X2 and X3 are equal to 0 (not present).
3. $b2 = +0.349$ indicates that $b2$ is positive, meaning that if work motivation (X2) increases, employee performance (Y) will also improve, assuming X1 and X3 are equal to 0 (not present).
4. $b3 = +0.409$ indicates that $b3$ is positive, meaning that if organizational culture (X3) increases, employee performance (Y) will also improve, assuming X1 and X2 are equal to 0 (not present).

Table 2. Result of F-Test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	255.284	3	85.095	47.477	<.001 ^b

Residual	50.185	28	1.792
Total	305.469	31	

Source: Data processed in 2024

Based on the table above, it is known that the calculated F-value (47.477) > the critical F-value (2.947) with a significance level of F being $0.001 < 0.05$, thus H_0 is rejected and H_a is accepted. This means that the compensation variable (X1), work motivation variable (X2), and organizational culture variable (X3) collectively have a significant effect on employee performance (Y) at Bali Bistro in ITDC The Nusa Dua, Bali. Based on the results of the research analysis conducted, the discussion can be outlined as follows:

The Influence of Compensation, Work Motivation, and Organizational Culture on Employee Performance. Based on the F-test (simultaneously), the calculated F-value (47.477) is greater than the critical F-value (2.947), with a significance level of F being 0.001, which is less than 0.05. Therefore, H_0 is rejected and H_a is accepted. This indicates that the compensation variable (X1), work motivation variable (X2), and organizational culture variable (X3) collectively have a positive and significant effect on employee performance (Y) at Bali Bistro in ITDC The Nusa Dua, Bali. This suggests that if the compensation provided by the company to employees increases, along with motivational encouragement for employees to work better, and if organizational culture is well implemented, then employees will produce better or improved performance. The findings of this study are consistent with the research conducted by Suwandi & Koerniawan (2023), Fadhilah et al. (2023), and Fitriani & Ananda (2023), which found that compensation, work motivation, and organizational culture positively and significantly affect employee performance.

The Influence of Compensation on Employee Performance. The influence of compensation on employee performance is indicated by the calculated t-value (4.754) being greater than the critical t-value (2.048) with a significance level of 0.001, which is less than 0.05. Therefore, H_0 is rejected and H_a is accepted, meaning that the compensation variable has a positive and significant effect on employee performance. The regression coefficient for the compensation variable is 0.482, indicating that as compensation increases, employee performance at Bali Bistro in ITDC The Nusa Dua, Bali will also improve. The findings of this study are consistent with the research conducted by Kresmawan et al. (2022), which found that compensation has a positive and significant effect on employee performance.

The Influence of Work Motivation on Employee Performance. The influence of work motivation on employee performance is indicated by the calculated t-value (2.315) being greater than the critical t-value (2.048), with a significance level of 0.028, which is less than 0.05. Therefore, H_0 is rejected and H_a is accepted, meaning that the work motivation variable has a positive and significant effect on employee performance. The regression coefficient for the work motivation variable is 0.229, indicating that as work motivation improves, employee performance at Bali Bistro in ITDC The Nusa Dua, Bali will also increase. The findings of this study are consistent with the research conducted by Pratami (2022), Agustriani et al. (2022), and Sari et al. (2023), which found that work motivation positively and significantly affects employee performance.

The Influence of Organizational Culture on Employee Performance. The influence of organizational culture on employee performance is indicated by the calculated t-value (3.713) being greater than the critical t-value (2.048), with a significance level of 0.001, which is less than 0.05. Therefore, H_0 is rejected and H_a is accepted, meaning that the organizational culture variable has a positive and significant effect on employee performance. The regression coefficient for the organizational culture variable is 0.364, indicating that as organizational culture is well implemented, employee performance at Bali Bistro in ITDC The Nusa Dua, Bali will also improve. The findings of this study are consistent with the research conducted by Suwandi et al. (2023), Fadhilah et al. (2023), and Fitriani & Ananda (2023), which found that organizational culture positively and significantly affects employee performance.

CONCLUSION

Based on the data analysis results and discussion in the previous chapter, the conclusions from this study are as follows:

1. Compensation, work motivation, and organizational culture have a positive and significant impact on employee performance at Bali Bistro in ITDC The Nusa Dua, Bali.
2. Compensation has a positive and significant effect on employee performance at Bali Bistro in ITDC The Nusa Dua, Bali.
3. Work motivation has a positive and significant effect on employee performance at Bali Bistro in ITDC The Nusa Dua, Bali.
4. Organizational culture has a positive and significant effect on employee performance at Bali Bistro in ITDC The Nusa Dua, Bali.
5. The test results indicate that the contribution of the variables of compensation, work motivation, and organizational culture is 83.6%. This means that these variables require serious attention from Bali Bistro in ITDC The Nusa Dua to encourage employee motivation in achieving better performance.

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