

The Effect of Financial Compensation, Work Motivation, and Organizational Culture on Employee Performance

Maria Hosyeana Margaritis¹, Christina Heti Tri Rahmawati², Ferrynela Purbo Laksono³

^{1,2,3} Department of Management, Faculty of Economics, Sanata Dharma University, Yogyakarta, Indonesia

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ABSTRAK

Sumber daya manusia merupakan modal dasar dalam proses pengembangan organisasi. Suatu organisasi yang dapat menjaga karyawannya dengan baik dapat dilihat dari kinerja karyawannya. Jika kinerja karyawan baik maka perusahaan berhasil mengelola karyawan dengan baik. Tujuan penelitian ini adalah untuk mengetahui pengaruh Kompensasi Finansial, Motivasi Kerja, dan Budaya Organisasi terhadap Kinerja Pegawai di SMA Stella Duce 2 Yogyakarta. Jenis penelitian ini adalah penelitian sensus, dimana jumlah populasi sama dengan jumlah sampel yaitu seluruh tenaga pengajar dan tenaga kependidikan di SMA Stella Duce 2 Yogyakarta dengan jumlah 45 orang pegawai. Penelitian ini menggunakan teknik analisis data yaitu regresi linier berganda. Hasil penelitian menunjukkan bahwa 1) kompensasi finansial, motivasi kerja, dan budaya organisasi berpengaruh secara simultan terhadap kinerja pegawai; 2) kompensasi finansial tidak berpengaruh signifikan terhadap kinerja pegawai; 3) motivasi kerja tidak berpengaruh signifikan terhadap kinerja pegawai; dan 4) budaya organisasi berpengaruh signifikan terhadap kinerja pegawai.

ABSTRACT

Human resources are the basic capital in the organizational development process. An organization that can take good care of its employees can be seen from the performance of its employees. If the employee's performance is good then the company manages to manage employees well. The purpose of this study was to determine the effect of financial compensation, work motivation, and organizational culture on employee performance at Stella Duce 2 Yogyakarta Senior High School. This type of research is census research, in which the total population is equal to the number of samples, namely all teaching staff and educational staff at Stella Duce 2 High School Yogyakarta with a total of 45 employees. This study used a data analysis technique, namely multiple linear regression. The results of the study show that 1) financial compensation, work motivation, and organizational culture have a simultaneous effect on employee performance; 2) financial compensation has no significant effect on employee performance; 3) work motivation has no significant effect on employee performance; and 4) organizational culture has a significant effect on employee performance.

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Corresponding Author:

Name: Christina Heti Tri Rahmawati

Institution: Department of Management, Faculty of Economics, Sanata Dharma University, Yogyakarta

Email: christina.heti@usd.ac.id

1. INTRODUCTION

Human resources have an important role in achieving an organization. The company realizes that human resources are the most basic capital in the development process of a company, therefore the quality of human resources must always be developed and given direction in order to achieve the goals that are owned and set by the company. A company is said to be able to take good care of its employees, which can be seen from the performance of its employees (Sinaga, 2019). Basically, company leaders expect good performance from each employee in carrying out the assigned tasks. If the employee's performance is good, the company manages to manage employees well, on the contrary, if the employee's performance is bad, it means that the company has failed in managing employees. Improving employee performance requires not only perseverance and great responsibility, there are many other things that affect it. Companies or organizations expect employees to work well and have a good influence on the company or organization.

In return for what has been given and done by employees, it is necessary to have factors that encourage employees to achieve optimal performance. According to Supardi et al. (2020), the results of the research that has been done show that financial compensation has a significant effect on employee performance. One of the policies that has been decided and enforced by the Tarakanita Foundation (Stella Duce 2 Yogyakarta High School) is to provide financial compensation for teaching and educational staff employees. Financial compensation is one way that companies can provide in the form of rewards to employees. Providing financial compensation to employees needs to get more attention. Financial compensation must have a strong basis, true and fair. The financial compensation that has been provided by the Foundation (Stella Duce 2 Yogyakarta Senior High School) to employees in general are salaries, bonuses, overtime pay, health insurance and holiday allowances.

In addition to financial compensation, things that need to be considered to improve performance are motivation. Purba (2019) shows that motivation influences employee performance. People with great motivation or encouragement will try or work hard, and conversely people with low motivation or encouragement will never achieve maximum results. Robbins & Timothy (2005) define motivation as a process that explains a person's strength, direction and persistence in an effort to achieve goals. Motivation is an encouragement from within as a reason underlying enthusiasm for doing something or directing behavior so that companies or organizations need employees who have high motivation to achieve high work performance (Sinaga, 2019). With the existence of motivation one can know the direction or reason that is the basis for achieving a goal.

In addition to compensation and motivation, organizational culture is something that also needs to be considered in improving employee performance. Organizational culture is a factor that must be considered because culture can have a significant influence on employee attitudes and behavior. Organizational culture is a form of assumption that is owned and implicitly accepted by a group and determines how the group feels, thinks and reacts to its diverse environment.

Organizational culture refers to a system of shared meaning held by members that differentiates the organization from other organizations (Robbins & Timothy, 2005). A strong organizational culture can increase competence, build consistency and commitment so that in research conducted by Novryanto (2019) it can be concluded that organizational culture influences employee performance. Knowing organizational culture in an organization will not develop into an advanced organization without strengthening its cultural foundations, once the culture is strong it will have a major influence on the strategies implemented to achieve the goals set (Novryanto, 2019).

As previously mentioned, the establishment and development of the organization to date cannot be separated from the hard work of employees. The same can be seen at the Stella Duce 2 Yogyakarta Senior High School, which is located at Jalan Doctor Sutomo No. 16, Baciro, Gondokusuman District, Yogyakarta City, Yogyakarta Special Region. According to the official website of the Tarakanita foundation, Stella Duce 2 Yogyakarta High School is a school that has changed its function from the Stella Duce Teacher Education School which has been around since

April 1, 1949. In its development, the accreditation status has always been equated and in 2008 it was accredited "A". This achievement can be achieved because of the human resources that are owned, competent employees (educators and educational staff) are very important, especially in the world of education because good management and a good management system are needed.

Based on the background above and the inconsistency of the results of previous studies, the researchers conducted a study entitled "The Influence of Financial Compensation, Work Motivation, and Organizational Culture on Employee Performance".

2. LITERATURE REVIEW

2.1 *Financial Compensation*

Employee financial compensation includes all forms of pay given to employees and arising from their employment relationship. According to Vivianty et al. (2022) financial compensation is one way that companies can provide in the form of rewards to employees. Financial compensation can increase or decrease employee performance. Providing financial compensation to employees needs to get more attention from the company. Providing financial compensation as a reciprocal of employee work so that this can encourage employees to do a good job. The results of Adhi (2017) show that financial compensation has a significant effect on employee performance.

Financial compensation must have a strong basis, true and fair. If compensation is felt to be unfair, it will cause disappointment to employees, so that good employees will leave the company. Employee financial compensation has two main components, namely direct financial payments (wages, salaries, incentives, commissions and bonuses) and indirect financial payments (financial benefits such as insurance and holidays paid by the employer) (Dessler, 2015).

2.2 *Work Motivation*

Motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving goals (Yunita et al., 2022). Work motivation will give meaning to the size of a person's efforts to try or work hard to achieve their needs. Meanwhile, the benefits derived from working with motivated people are that work can be completed properly. The greater a person's work motivation, they will try or work diligently. As previous research conducted by Sasongko (2019) stated that work motivation has a significant effect on employee performance.

Indicators of work motivation in employees according to McClelland's theory of needs (Robbins & Timothy, 2005) put forward by David McClelland and his colleagues are: the need for achievement (the drive to excel, to excel based on a set of standards, to try hard to be successful); the need for power (the need to make others act or behave the way we want them to and not act otherwise); and the need for peer groups (the desire for good or friendly relationships and close interpersonal relationships).

2.3 *Organizational Culture*

Organizational culture is the totality of human thoughts, works and results that are not rooted in their instincts (Damayanti & Yulishari, 2020). Every organization has a culture and that culture can have a significant influence on the attitudes and behavior of its members. Employees are expected to create good habits so that their work results are in line with expectations. This is because the habits at work will have an impact on the work of employees (Widhaswara, 2017). As with previous research conducted by Cahyono (2015), organizational culture has a significant effect on employee performance.

According to Robbins & Timothy (2005) indicators of organizational culture are as follows: innovation and courage to take risks (the extent to which employees are encouraged to be innovative and courageous in taking risks); attention to detail (the extent to which employees

are expected to demonstrate precision, analysis, and attention to detail); result orientation (the extent to which management is focused or concerned with results rather than the techniques and processes used to achieve those results); people orientation (the extent to which management decisions take into account the impact or effect of those outcomes on people in the organization); team orientation (the degree to which work activities are organized on a team basis, rather than on an individual basis); aggressiveness (the extent to which people are aggressive and competitive rather than relaxed); and stability (the extent to which organizational activities emphasize maintaining the current status in comparison to growth).

2.4. Employee Performance

According to Mangkunegara (2009) employee 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. According to Mangkunegara (2009), employee performance indicators are as follows: quality of work (how well an employee does the job he should be doing); quantity of work (how long an employee works in one day as measured by the work speed of each employee); implementation of tasks (how far employees are able to carry out their work accurately and without errors); and responsibility for work (awareness of the employee's obligation to carry out the work given by the company).

3. METHODS

The type of research used was census research, where the total population was equal to the number of samples, namely all teaching staff and educational staff at Stella Duce 2 High School Yogyakarta, totaling 45 employees. The independent variables in this study are financial compensation (X1), work motivation (X2), and organizational culture (X3). The dependent variable in this study is employee performance (Y).

Table 1. Variable Operational Definition

No	Variable	Indicator	Statement
1.	Financial Compensation is one way that companies can provide in the form of rewards to employees. Compensation can increase or decrease employee performance. Compensation for employees needs to get more attention from the company. Compensation must have a strong basis, true and fair. If compensation is felt to be unfair, it will cause disappointment to employees, so that good employees will leave the company (Wijaya & Andreani, 2015)	• Wages	<ul style="list-style-type: none"> • The size of my base salary is appropriate with the work done. • I have received my basic salary meet basic needs.
		• Bonus	<ul style="list-style-type: none"> • The school gives bonuses to outstanding employees. • The school where I work gives fair bonuses to employees.
		• Overtime wages	<ul style="list-style-type: none"> • I am motivated to run work outside working hours due to overtime pay. • I receive overtime pay adequate (appropriate).
		• Insurance health	<ul style="list-style-type: none"> • I feel comfortable with the insurance provided. • The insurance I received was in accordance with the standards.
2.	Work motivation will give meaning to the size of a	• Holiday allowance	<ul style="list-style-type: none"> • The school where I work provides holiday allowances for employees every year. • The provision of holiday allowances can be of great benefit and reduce expenses during holidays.
		• Need for achievement	<ul style="list-style-type: none"> • I am driven to work harder to achieve the work I want.

<p>person's efforts to try or work hard to achieve their needs. Conversely, someone with low motivation will never achieve results beyond the strength of his motivation (Kurnia, 2016)</p>	<ul style="list-style-type: none"> • The need for power 	<ul style="list-style-type: none"> • I am driven to develop my skills and abilities at work. • I am driven to do my job well and on time.
	<ul style="list-style-type: none"> • The need for a group of friends 	<ul style="list-style-type: none"> • I get more excited when involved in decision making. • The position or power that I achieve can increase my enthusiasm for work. • I become more enthusiastic when given training to improve my abilities and skills at work. • Good relations with co-workers increase my enthusiasm for work. • I am more enthusiastic at work because my boss and colleagues are willing to help me solve work problems. • I become more enthusiastic at work because the social life in the work environment is very pleasant.
<p>3. Organizational culture is a system of shared meaning held by members that differentiates the organization from other organizations (Robbins & Timothy, 2005)</p>	<ul style="list-style-type: none"> • Innovation and courage to take risks. • Attention to details • Result orientation • Orientation person • Team orientation • Aggressiveness • Stability/ establishment 	<ul style="list-style-type: none"> • I am encouraged to have initiative, be innovative and think creatively and dare to take risks in doing my job. • I am required to complete work carefully, precisely, accurately and in detail. • I always try to self-development and increase effectiveness in order to obtain optimal results in completing work • I always get work done diligently and in accordance with established procedures. • I can collaborate with colleagues to improve the best results. • I work hard and engage in healthy competition with other employees at work. • I feel valued and comfortable working here because of the good working environment.
<p>4. Employee performance is the result or success rate of a person as a whole to complete a task or job with a certain degree of willingness and level of ability and with a clear understanding of what will be done and how to do it during a certain period in carrying out the task compared to various possibilities as a standard of work results. targets or means or criteria that have been determined in advance and mutual agreement (Sinaga, 2019)</p>	<ul style="list-style-type: none"> • Quality • Quantity • Execution of tasks • Responsibility 	<ul style="list-style-type: none"> • I can finish work in accordance with applicable standards. • I always try to achieve the set work targets. • I can complete the work within the allotted time. • I can finish work more than targeted. • I try seriously to finish the job to completion. • I have responsibility and commitment at work.

Measurement of variables in this study using a Likert scale. The instrument testing technique uses validity test and reliability. The data analysis technique used (1) classical assumption test including normality test, multicollinearity test, heteroscedasticity test, and linearity test; (2) multiple linear regression analysis and (3) hypothesis testing (F test and t test).

4. RESULTS AND DISCUSSION

4.1. Descriptive Analysis of Respondents Characteristics

Respondent characteristics are used to obtain and analyze a description of the respondents studied. The population studied was all permanent employees of Stella Duce 2 High School Yogyakarta with a total sample of 45 respondents. Based on the information obtained, respondents were classified into several groups as shown in Table 2 below.

Table 2. Descriptive Characteristics of Permanent Employees of Stella Duce 2 High School Yogyakarta

No.	Respondent's Identity	Groups	Number of People	Percentage
1.	Gender	Men	20	44%
		Women	25	56%
2.	Age	21-30 years	14	31%
		31-40 years	13	29%
		41-50 years	10	22%
		>50 years	8	18%
3.	Educational Level	Graduated from Senior High School	5	11%
		Graduated from Academy D3	2	4%
		Graduated from Bachelor S1	35	78%
		Graduated from Postgraduate S2	3	7%
4.	Income/month	≤ IDR2.000.000,00	5	11%
		> IDR2.000.000,00 - IDR4.000.000,00	26	58%
		> IDR4.000.000,00 - IDR6.000.000,00	12	27%
		> IDR6.000.000,00 - IDR8.000.000,00	1	2%
		> IDR8.000.000,00	1	2%

Source: Processed primary data (2021)

Based on Table 2 it is known that 20 out of 45 respondents were male and 25 were female respondents. Meanwhile, based on the age of the respondents, it can be seen that there are 14 respondents aged 21-30 years, 13 respondents aged 31-40 years, 10 respondents aged 41-50 years and 8 respondents aged >50 years. While those who had the last education in High School were 5 respondents, Diploma was 2 respondents, Bachelor was 35 respondents and Masters was 3 respondents.

4.2. Instrument Testing

4.2.1. Validity Test

Based on Table 3 below, the variables of financial compensation, work motivation, organizational culture and employee performance above are said to be valid because r-count ≥ 0.301 . This means that the statements on the questionnaire are able to measure the variables in this study

Table 3. Results of Validity Test of Financial Compensation, Work Motivation, Organizational Culture, and Employee Performance

Variable	Statement Items	r count	r table	Information
	1	0,546	0,301	Valid
	2	0,570	0,301	Valid
	3	0,655	0,301	Valid
	4	0,721	0,301	Valid
	5	0,650	0,301	Valid

Financial Compensation	6	0,642	0,301	Valid
	7	0,719	0,301	Valid
	8	0,777	0,301	Valid
	9	0,557	0,301	Valid
	10	0,562	0,301	Valid
Work Motivation	1	0,752	0,301	Valid
	2	0,791	0,301	Valid
	3	0,771	0,301	Valid
	4	0,658	0,301	Valid
	5	0,327	0,301	Valid
	6	0,657	0,301	Valid
	7	0,705	0,301	Valid
	8	0,749	0,301	Valid
	9	0,752	0,301	Valid
Organizational Culture	1	0,595	0,301	Valid
	2	0,885	0,301	Valid
	3	0,885	0,301	Valid
	4	0,679	0,301	Valid
	5	0,888	0,301	Valid
	6	0,697	0,301	Valid
	7	0,783	0,301	Valid
Employee Performance	1	0,816	0,301	Valid
	2	0,743	0,301	Valid
	3	0,809	0,301	Valid
	4	0,485	0,301	Valid
	5	0,811	0,301	Valid
	6	0,815	0,301	Valid

Source: Processed primary data (2021)

4.2.2. Reliability Test

Based on Table 4 below, it can be seen that all items of financial compensation, work motivation, organizational culture and employee performance have a Cronbach's Alpha value ≥ 0.60 . This means that the instruments in the variables of financial compensation, work motivation, organizational culture and employee performance can be said to be reliable and the data shows consistency and can be trusted.

Table 4. Reliability Test Results

No	Variable	Cronbach's Alpha	Information
1.	Financial Compensation	0,814	Reliabel
2.	Work Motivation	0,820	Reliabel
3.	Organizational Culture	0,887	Reliabel
4.	Employee Performance	0,837	Reliabel

Source: Processed primary data (2021) *Classic Assumption Test*

4.2.3. Normality Test

Based on Table 5 below, the test results can be seen that the data is normally distributed because the Asymp Sig (2-tailed) value is $0.454 > 0.05$. Therefore, the normality test shows that the residual data is normally distributed.

Table 5. Normality Test Results (Sample Kolmogorov-Smirnov Test)

Standardized Residual	N	Kolmogorov-Smirnov Z	Asymp.Sig (2-tailed)	Sig. *Critical	Information
Model	45	0,857	0,454	0,05	Normal

Source: Processed primary data (2021)

4.2.4. *Multicollinearity Test*

Based on Table 6 below, the tolerance value obtained from the financial compensation variable is 0.579, the work motivation variable is 0.444 and the organizational culture variable is 0.562. As for the VIF value, the financial compensation variable is 1.728, the work motivation variable is 2.253 and the organizational culture variable is 1.778. Therefore, based on these data, it can be concluded that the correlation between the independent variables indicates the absence of multicollinearity interference because each independent variable has a tolerance value ≥ 0.1 and a VIF value ≤ 10 .

Table 6. Multicollinearity Test Results

Independent Variable	Dependent Variable	Tolerance	VIF Value	VIF *Critical	Information
Financial Compensation		0,579	1,728	10	There is no multicollinearity
Work Motivation	Employee Performance	0,444	2,253	10	There is no multicollinearity
Organizational Culture		0,562	1,778	10	There is no multicollinearity

Source: Processed primary data (2021)

4.2.5. *Heteroscedasticity Test*

Based on Table 7 below, it is known that the significance value for the financial compensation variable is 0.747, the work motivation variable is 0.081 and the organizational culture variable is 0.929. Therefore, it is known that the three variables above ≥ 0.05 can be concluded that there is no heteroscedasticity.

Table 7. Heteroscedasticity Test Results

Model	Sig
Financial Compensation	0,747
Work Motivation	0,081
Organizational Culture	0,929

Source: Processed primary data (2021)

4.3. *Multiple Linear Regression Analysis*

Based on Table 8 under, multiple linear regression equations can be formed as follows:

$$Y = 5,406 + 0,129 X_1 + 0,044 X_2 + 0,432 X_3$$

Information:

Y : Work Achievement

X₁ : Work Ability

X₂ : Work Training

X₃ : Work Motivation

Table 8. Multiple Linear Regression Analysis

Independent Variables	Dependent Variables	Unstandardized Coefficients			
		B	Std.error	t	Sig
(Constant)		5,406	2,804	1,928	0,061
Financial Compensation	Employee	0,129	0,067	1,928	0,061
Work Motivation	Performance	0,044	0,100	0,439	0,663
Organizational Culture		0,432	0,107	4,045	0,000

Source: Processed primary data (2021)

4.4. F Uji Test

Based on Table 9 below, the sig. of 0.000 < 0.05 so that it can be concluded that the variables of financial compensation, work motivation and organizational culture simultaneously (simultaneously) affect the performance of the employees of Stella Duce 2 High School Yogyakarta.

Table 9. F Test Results ANOVA

Model	Sum of Square	Df	F	Sig
1 Regression	112,932	3	18,811	.000 ^b
Residual	82,046	41		
Total	194,978	44		

Source: Processed primary data (2021)

4.5. t Test

Based on Table 10 below, the probability value sig. for the financial capability variable of 0.061 > 0.05 so that financial compensation has no significant effect on the performance of Stella Duce 2 Yogyakarta High School employees. Meanwhile, work motivation was 0.663 > 0.05 so that work motivation did not have a significant effect on the performance of Stella Duce 2 Yogyakarta Senior High School employees. Meanwhile, the organizational culture variable is 0.000 ≤ 0.05 so that organizational culture has a significant effect on the performance of Stella Duce 2 Yogyakarta Senior High School employees.

Table 10. t Test Results

Model	Unstandardized Coefficient		T	Sig
	B	Std. Error		
(Constant)	5,406	2,804	1,928	0,061
Financial Compensation	0,129	0,067	1,928	0,061
Work Motivation	0,044	0,100	0,439	0,663
Organizational Culture	0,432	0,107	4,045	0,000

Source: Processed primary data (2021)

4.6. Coefficient of Determination

Based on Table 11 below, it can be seen that the adjusted coefficient of determination is 0.548 or 54.8%. This shows that 54.8% of the variation in the performance of the teaching staff and education staff at the Stella Duce 2 Yogyakarta Senior High School together can be explained by variations in the variables of financial compensation, work motivation and organizational culture. While 45.2% is influenced by other variables not included in the study.

Table 11. The Result of Calculation of the Coefficient of Determination Model Summary

Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate
1	0,761 ^a	0,579	0,548	1,41461

a. Predictors: (Constant), Financial Compensation, Work Motivation, Organizational Culture

b. Dependent Variable: Employee Performance

Source: Processed primary data (2021)

4.7. Discussion

4.7.1. *The Influence of Financial Compensation, Work Motivation, and Organizational Culture on Employee Performance*

Based on the results of the F test, it is known that financial compensation, work motivation and organizational culture have a significant effect on the performance of educators and education staff at Stella Duce 2 High School Yogyakarta. This can be seen from the results of the F test with a significant value of 0.000, which means it is less than 0.05. This shows that Stella Duce 2 Senior High School makes the right decisions in the system of providing financial compensation, work motivation and creating an organizational culture so that this can improve employee performance. Financial compensation is an important factor in improving employee performance. With adequate financial compensation, in this case having a strong, sufficient and fair basis and being able to meet the needs of employees, employees will work well. Work motivation is also important in improving employee performance because people with great work motivation will try or work hard, and conversely people with low work motivation or encouragement will not achieve maximum results. Organizational culture is an important factor because organizational culture is a reference that is adhered to by its members. A strong organizational culture will have a major influence on the strategies implemented to achieve the set goals.

4.7.2. *The Influence of Financial Compensation on Employee Performance*

The results of this study indicate that the financial compensation variable (X1) has no significant effect on employee performance with a significance of 0.061 greater than 0.05. This can be interpreted that high compensation will lead to better employee performance. Conversely, if the compensation is low, the employee's performance will be less than optimal. The results of this study are in line with research conducted by Purba (2019) which shows that financial compensation has no significant effect on employee performance. However, the results of this study are not in line with research conducted by Kusumawardhani (2017) which shows that financial compensation has a significant effect on employee performance. The reason why financial compensation does not have a significant effect on employee performance is because the financial compensation received by employees meets the standards of each employee and has a strong, true and fair basis. Employees feel that salaries, bonuses, overtime pay, health insurance and holiday allowances are good and meet the standards. Stella Duce 2 Yogyakarta Senior High School has been very good in terms of providing financial compensation for employees.

4.7.3. *The Influence of Work Motivation on Employee Performance*

The results of this study indicate that the variable work motivation (X2) has no significant effect on employee performance with a significance value of 0.063 greater than 0.05. This can be interpreted that high work motivation will lead to better employee performance. Conversely, if work motivation is low, employee performance will be less than optimal. The results of this study are in line with research conducted by Amalia & Fakhri (2016) showing that work motivation variables have no significant effect on employee performance. However, the results of this study are not in line with research conducted by Kusumawardhani (2017) which shows that work motivation has a significant effect on employee performance. The thing that causes work motivation does not have a significant effect on employee performance, because the employees of the Stella Duce 2 Yogyakarta Senior High School already have the drive to excel and excel. Employees are motivated to pursue

and act for their own needs or desires, so they become more enthusiastic and loyal to the organization they work for. Employees can create good relationships with superiors and co-workers, making Stella Duce 2 Yogyakarta Senior High School employees more motivated and enthusiastic at work.

4.7.4. *The Influence of Organizational Culture on Employee Performance*

The results of this study indicate that the organizational culture variable (X3) has a significant effect on employee performance with a significance of 0.000 less than 0.05. This can be interpreted that a good organizational culture will lead to better employee performance. Conversely, if the organizational culture is bad, the employee's performance will be less than optimal. A good organizational culture will make employees improve their performance. The results of this study are in line with research conducted by Wijaya & Andreani (2015) which shows that organizational culture has a significant effect on employee performance. Employees are encouraged to pay attention to details and always strive for self-development. Organizational culture also encourages employees to always complete their work diligently and to be able to collaborate with colleagues. In addition, a good organizational culture can encourage employees to be more aggressive or active at work, and can create a good work environment and mutual respect for one another.

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusions

Based on the results of the research and discussion analysis of the data that has been carried out, it can be concluded that (1) financial compensation, work motivation, and organizational culture have a significant effect on the performance of Stella Duce 2 Yogyakarta Senior High School employees; (2) financial compensation has no significant effect on the performance of Stella Duce 2 Yogyakarta Senior High School employees; (3) work motivation has no significant effect on employee performance at Stella Duce 2 Yogyakarta Senior High School; and (4) organizational culture has a significant effect on employee performance at Stella Duce 2 Yogyakarta Senior High School.

5.2. Recommendations

Based on the research and data analysis results described above, the researcher provides several suggestions for consideration by the organization and further research as follows:

1. For the Stella Duce 2 Yogyakarta High School

Based on the results of the research that has been done, the researchers show that organizational culture has a significant effect on employee performance at Stella Duce 2 High School Yogyakarta. Based on the organizational culture variable, the statement item that has the lowest average score is 4.18 and the lowest point is at point 6 which states "I work hard and engage in healthy competition with other employees at work." This can be interpreted that employees are less aggressive and competitive in doing their jobs. Therefore, the researcher suggests that Stella Duce 2 Yogyakarta Senior High School create a more aggressive and healthy competitive organizational culture, so that it can motivate employees to work harder and achieve higher levels of performance.

2. For further researchers

In this study it is known that the coefficient of determination (R^2) in the variables of financial compensation, work motivation and organizational culture is 0.548 or 54.8% while 45.2% is influenced by other variables. Therefore, the researcher suggests that further researchers develop research by considering other independent variables that may have an influence on employee performance such as work environment, division of labor, leadership style and so on.

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