

**THE INFLUENCE OF COMPENSATION AND ORGANIZATIONAL CULTURE
TO THE COMMITMENT OF EMPLOYEES
OF PT. DEWANASRI JAYA**

Deden Hendra Wiguna¹, Hasanah²

Muhammadiyah University, Jakarta

Email: Dedenhw24@gmail.com¹, hasanah@umj.ac.id²

ABSTRACT

This study aims to test and analyze Compensation and Organizational Culture on Employee Commitment at PT. Dewanasri Jaya. The independent variables used are Compensation and Organizational Culture while the dependent variable used is Employee Commitment. The data collection method in this study was carried out by distributing questionnaires to 53 respondents at PT. Dewanasri Jaya. The research method used is a quantitative method that is associative using primary data. These results indicate that compensation and organizational culture have a positive effect on employee commitment. The compensation variable has a positive and significant effect on employee commitment at PT. Dewanasri Jaya, because the t-count value is greater than the t-table with a value of $2.503 > 2.008$. The organizational culture variable has a positive and significant effect on employee commitment at PT. Dewanasri Jaya, because the t-count value is greater than the t-table with a value of $3.329 > 2.008$. The compensation and organizational culture variables have a significant effect on employee commitment at PT. Dewanasri Jaya. Based on the results of the F test, the Fcount value $> Ftable$ ($39.284 > 3.19$) with a significant value of 0.000 smaller than 0.05 or 5%.

Keywords: Compensation, Organizational Culture, Commitment of Employees

INTRODUCTION

In organizations, of course, there are many factors that influence someone to achieve their goals, while the running of the organization is influenced by the behavior of many individuals who have their own interests. The element that influences individual behavior is the individual's own environment, which in this case is surrounded by organizational culture. As social creatures, employees cannot be separated from the various values and norms that exist in the organization where they work. Therefore, organizational culture is very important, because culture is the habits that exist within the organization.

Organizational culture is the values that guide human resources in carrying out their obligations and behavior within an organization. These habits regulate behavioral norms that must be followed by members of the organization, thereby producing a productive culture. A productive culture is a culture that can make an organization strong and organizational goals can be achieved. Organizational culture is one aspect that is considered to influence employee performance. According to Furqon (2000:3), organizational culture is a set of behaviors, feelings and psychological frameworks that are deeply internalized and shared by members of the organization. Compensation is also a factor that is considered to influence employee performance. According to Pangabean

**THE INFLUENCE OF COMPENSATION AND ORGANIZATIONAL CULTURE TO THE
COMMITMENT OF EMPLOYEES OF PT. DEWANASRI JAYA**

Wiguna & Hasanah

(2002) compensation is any form of appreciation given to employees as compensation for the contributions they make to the organization. The work environment which consists of physical and non-physical environments is also an equally important part for the continuity of employees' work in carrying out their work which will then give rise to interactions between individuals and the work environment.

Employee commitment to the organization will make employees loyal to the organization and work well for the benefit of the organization. According to Marwansyah (2010:269), compensation is direct or indirect financial or non-financial compensation or compensation given to employees in a fair and reasonable manner as a reward for their contribution/services to achieve organizational goals (Mujanah, 2019:2) Employee commitment to the company is one guarantee for maintaining the continuity of the company. If a company is able to meet employee expectations, it will automatically create a feeling of comfort and fun for employees.

Based on the initial survey, the author carried out direct observations and interviews with employees and found that there were employee performance problems that occurred at PT. Dewanasri Jaya, where there are still employees who show poor attitudes at work or their performance is less than optimal, this shows that there are still employees who use their work time in a relaxed manner, apart from that their skills in completing their tasks are still lacking, their responsibility in completing the task in this case the task completion time is still unsatisfactory. There is still a lack of quality employees who are the basic capital that companies really need in competing with other competitors in meeting market satisfaction.

Based on the phenomenon described, the author is interested in conducting research and making the phenomenon of employee commitment a research topic with the title **“The Influence of Compensation and Organizational Culture on Employee Commitment of Pt. Dewanasri Jaya”**.

RESEARCH PROBLEM FORMULATION

Among others are:

1. Does compensation affect employee commitment to PT. Dewanasri Jaya?
2. Does organizational culture influence employee commitment to PT. Dewanasri Jaya?
3. Is there an influence of compensation and organizational culture together on employee commitment at PT. Dewanasri Jaya?

RESEARCH PURPOSES

1. To find out and analyze the effect of compensation on employee commitment at PT. Dewanasri Jaya.
2. To find out and analyze the influence of organizational culture on employee commitment at PT. Dewanasri Jaya.
3. To find out and analyze the influence of commitment and organizational culture simultaneously on employee commitment at PT. Dewanasri Jaya.

LITERATURE REVIEW

Organizational Commitment

According to Wibowo (2012:371) Employee commitment is the feeling of adjustment, loyalty and participation shown by employees to groups or group elements. Employee commitment to the group involves 3 attitudes, namely: (1) feelings of conformity to the group's vision, (2) feelings of participation in group obligations, (3) feelings of loyalty to the group. Meanwhile, Griffin's opinion (2004:15) is that commitment is behavior that describes the extent to which a person understands and is bound to his group. According to Yuwono, et al. (2005: 134) argue that employee commitment is characterized by loyalty and adjustment to the group. Commitment to the group is not only related to the employee's loyalty to the organization which is positive, but also includes an active relationship with the group, where the employee is able of his own free will to give everything that is within him to help realize the vision and development of the group.

Based on the opinions of the figures above, it can be concluded that employee commitment is a work behavior in the form of strong will, belief and commitment to the group's vision and values, the desire to strive for the realization of the group's needs, and a high desire to maintain the position. for the group section.

Aspects of Organizational Commitment

According to Allen and Mayer (in Anwar, 2013: 714) explain 3 aspects related to psychological conditions:

1. Affective commitment, namely the positive emotional connection of workers to work location groups. Affective commitment is the element of desire or willingness. Employees who affectively connect themselves strongly to the group's vision identify themselves with the group's visions and desire to always be part of the group. They remind themselves of the group because they want to tie themselves to the group.
2. Continuing commitment, namely the element of need or gain by loss of working in a group. Investment is the loss of organizational membership.
3. Normative commitment, namely that an individual continues to work and join a group because of a sense of moral obligation. This feeling started for a threat to an individual after and before becoming a group member.
4. Intermediate commitment, if the group commitment is sustainable, affective, normative, is relatively permanent in terms of obligations or can be said to be a stepping stone for someone to be part of or work for a group from the beginning of the day when being part of a group, the desire is only temporary.

Dimensions and Indicators of Organizational Commitment

According to Handoko (2008:44) Employee commitment is the level at which an employee identifies with the agency and its goals and the employee's willingness to maintain their participation in the agency. Dimensions and indicators of organizational commitment are:

1. Affective Commitment, with the following indicators: Feeling part of the company, Having a feeling of being part of the organization, and Having a

THE INFLUENCE OF COMPENSATION AND ORGANIZATIONAL CULTURE TO THE COMMITMENT OF EMPLOYEES OF PT. DEWANASRI JAYA

Wiguna & Hasanah

sense of concern for the organization

2. Continuous Commitment, with the following indicators: Pay attention to the company's future, Work to fulfill needs and desires
3. Normative Commitment, with the following indicators: Having a positive relationship with employee members, Having a positive relationship with employee members, and Having responsibility at work.

Compensation

Compensation is a form of payment (direct or indirect) in the form of benefits or incentives to motivate employees to increase/higher work productivity. The compensation system will influence the level of employee turnover (*employee turnover*). Employee turnover rates tend to be low if management provides a compensation system that is attractive, fair and satisfies employees. A very low and unfair compensation system causes a tendency for high job turnover. According to Husein Umar (2007:16) states that compensation is everything received by employees in the form of salaries, incentives, wages, bonuses, premiums, treatment, insurance and other similar things that are paid directly by the company. Meanwhile, according to Wibowo (2007:461) states that, "compensation is a counter performance to the use of energy or services that have been provided by the workforce. Compensation is a term related to financial rewards or financial reward received by a person through an employment relationship with an organization.

Types of Compensation

The types of compensation are divided into 2 groups, namely direct compensation and indirect compensation, according to Slamet (2007:265-268):

- 1) Direct compensation includes: Basic salary which is the basic compensation an employee receives, usually in the form of wages or salaries. Meanwhile, salary is a direct financial reward that is paid to employees on a regular basis. Variable income is a type of compensation that is linked to individual, team or organizational commitment. Examples of non-fixed income: (1). Bonus is an extra payment on time at the end of a period, during which an assessment of the work organization's commitment will be carried out. (2). Commission is compensation for achieving certain sales targets. (3). Stock options are a form of compensation that allows employees to buy some of the employee's company shares at a special price. (4). Incentives are direct rewards paid to employees because their organizational commitment exceeds predetermined standards. (5). Profit sharing is a portion of the agency's profits to be paid to employees.
- 2) Indirect compensation includes: Employee allowances, namely additional privileges apart from compensation payments, such as payments for not being in the office (training, work leave, illness, holidays, personal events, rest periods, health insurance and pension programs), Position allowances, namely additional privileges other than payment of employee compensation and benefits.

Compensation Dimensions and Indicators

Several dimensions and indicators of compensation according to Hasibuan's theory (2012:86) are as follows:

- 1) Direct Compensation, with the following indicators:
 - a) The appropriate salary is given by the company
 - b) Obvious bonus
 - c) Allowance
- 2) Indirect Compensation, with the following indicators:
 - a) Health insurance and labor insurance protection programs.
 - b) Holidays and leave
 - c) Work Facilities

Organizational culture

Indicators for knowing organizational culture patterns are individual initiative, integration, management support, supervision, and communication patterns taking into account that the appearance of organizational culture is different from one another so that it automatically influences organizational culture. According to (Fauzi & Nugroho, 2020, p. 94) organizational culture is a habit that has been going on for a long time and is used and applied in work activities as a driving force for improving the work quality of company employees and managers. According to Robert Kreitner and Angelo Kinicki (2001: 68) quoted by Wibowo (2010: 17), organizational culture is also a shared belief that underlies a company's identity.

Functions of Organizational Culture.

The function of organizational culture can help overcome problems of external adaptation and internal integration. This is in accordance with the opinion of John R. Schermerhorn and James G. Hunt (1991: 334) that: "the culture of an organization can help it deal with problems of both external adaptation and internal integration". Problems related to external adaptation can be addressed through developing an understanding of the organization's strategy and mission, the organization's main goals and performance measurement.

According to Robert Kreitner and Angelo Kinicki (2001: 73) there are several functions of organizational culture, including:

- 1) Providing members with organizational identity, organizational identity shows distinctive characteristics that differentiate it from other organizations.
 - 2) Facilitating collective commitment, the company is able to make its workers proud to be part of it. Organization members have a shared commitment regarding the norms within the organization that must be followed in order to achieve common goals.
 - 3) Increasing the stability of the social system so that it reflects that the work environment is perceived as positive so that social interactions run stably.
- Shaping member behavior, organizational culture can also be a tool to make people think healthily and make sense.

Dimensions and Indicators of Organizational Culture

According to (Fauzi & Nugroho, 2020, p. 94) organizational culture is a habit

THE INFLUENCE OF COMPENSATION AND ORGANIZATIONAL CULTURE TO THE COMMITMENT OF EMPLOYEES OF PT. DEWANASRI JAYA

Wiguna & Hasanah

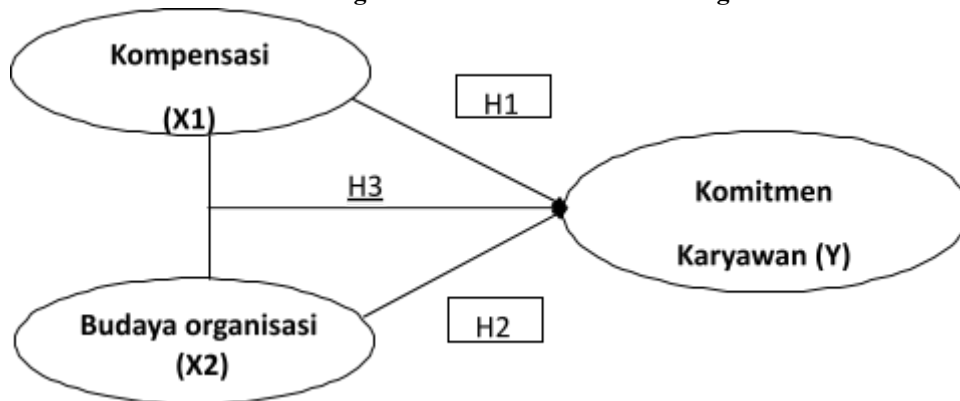
that has been going on for a long time and is used and applied in work activities as a driving force for improving the work quality of company employees and managers. Dimensions and indicators of organizational culture are:

- 1) Organization towards Individuals, with the following indicators:
 - a) Creating harmonious relationships between colleagues
 - b) There are bonuses for work well done
- 2) Team Orientation, with the following indicators:
 - a) Organization members prioritize the interests of the group
 - b) There is coordination between team members
- 3) Stability, with the following indicators:
 - a) Work procedures that have been set by the organization
 - b) The organization provides job-related information

FRAMEWORK OF THINKING

Based on the description above, a framework of thought was formulated regarding the influence of compensation and organizational culture on employee commitment as seen in the following picture:

Figure 2.1 Framework for thinking



Information:

- H1 : The Effect of Compensation on Employee Commitment
- H2 : The Influence of Organizational Culture on Employee Commitment
- H3 : The Influence of Compensation and Organizational Culture on Employee Commitment

HYPOTHESIS

According to Sugiyono (2014, p. 90), a hypothesis is a temporary answer to The formulation of the research problem is said to be temporary because the answer given is only based on empirical data obtained from data collection. Based on this opinion, it can be concluded that the hypothesis is a temporary answer whose answer is not yet final, therefore its truth must first be proven through research supported by data.relevant data.

RESEARCH METHODS

Research Design

This research uses a quantitative approach through a structured process. A quantitative approach is applied because with this approach the research process is carried out in a structured manner and uses a fairly large research sample which is considered representative of the population studied so that the results obtained in this research are conclusive results for the population from which the research sample was taken.

Variable Operationalization

Variable Operational Table

No.	Variabel	Dimensions	Indicators	Scale
1	Employee Commitment (Y) Employee commitment is encouraged using fair working environment conditions for workers, increasing employee respect, increasing employee commitment within the agency	1. Affective commitment	1. Feel part of the company. 2. There is a feeling of belonging to the organization. 3. There is a sense of concern for the organization.	<i>Liked</i>
		2. Commitment <i>continuance</i>	1. Pay attention to the company's future. 2. fulfill needs and desires.	
		3. Normative commitment	1. Have positive relationships with employee members. 2. Have positive relationships with employee members. 3. Have responsibility	
2	Compensation (X1) Hasibuan(2014:118) "is all income in the form of money, direct or indirect goods received by employees as compensation for services provided by the company"	1. Direct compensation	1. The appropriate salary is given by the company. 2. Obvious bonus. 3. Allowance.	<i>Liked</i>
		2. Indirect compensation	1. Health insurance and labor insurance protection programs. 2. Holidays and leave 3. Work Facilities	
3.	Organizational Culture (X2) According to (Fauzi & Nugroho, 2020, p. 94) a habit that has been going on for a long time and is used and applied in work activity life as one of the incentives to improve the quality of work of employees and company manager	1. Orientation towards individuals	1. Creating harmonious relationships between colleagues. There are bonuses for work well done.	
		2. Team orientation	1. Organization members prioritize the interests of the group. 2. There is coordination between team members.	

THE INFLUENCE OF COMPENSATION AND ORGANIZATIONAL CULTURE TO THE COMMITMENT OF EMPLOYEES OF PT. DEWANASRI JAYA

Wiguna & Hasanah

		3. Stability	1. Work procedures that have been set by the organization. Organizations provide job-related information.
--	--	--------------	--

Data source

a. Data primer

According to Sugiyono (2018, p. 129) primary data is a data source that directly provides data to data collectors. In this research the author conducted a field survey using a questionnaire method. This questionnaire collection scale uses scale likert.

b. Data seconds

According to Sugiyono (2018, p. 134) secondary data is a data source that is not directly provided to the user. This secondary data is data that supports primary data needs such as books, literature and reading that are related to and support this research. The secondary data used by the author are: Library Research, Literature (*Library Research*) is research whose data is taken mainly or entirely from the literature (books, documents, articles, journals, internet, etc.)

Place and Time of Research

The research location is PT. Dewanasri Jaya which is located at Jln. Bakti Jaya LUK Block O Number. 10 Bakti Jaya Setu, South Tangerang. Done for 2 months.

Population and Sample

1. Population

Sugiyono (2015), provides boundaries regarding population, namely: "A generalization area consisting of objects and subjects that have certain quantities and characteristics determined by the researcher to be studied and then conclusions drawn." The population in this study were employees at PT. Dewanasri Jaya has as many as 53 people.

2. Sample

A sample is a representative portion of the population being studied, and is called a sample if we intend to generalize the results of sample research." To be able to determine the number of research samples, the author used a saturated sampling technique, namely a sampling method by taking the entire population of 53 people.

Method of collecting data

The data collection technique used in a questionnaire according to Soehartono (2012) is: "The data collection technique is by submitting or sending a list of questions/statements to be filled in by respondents. A respondent is a person who responds to or answers the questions/statements asked." In this research, the author used a questionnaire in closed form, that is, the

questions/statements and answers were provided so that respondents only had to choose one of the answers that had been provided by marking the alternative answers that had been provided. In distributing this questionnaire the author used Likert scale, namely a measurement scale used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena.

DISCUSSION AND RESEARCH RESULTS

Research result

1. Data Instrument Test

a. Validity Test

Used to determine whether a questionnaire is valid or not. A model is said to be valid if the significant value is below 0.05 or 5%. The test criteria are if $r \text{ count} > r \text{ table}$ then the instrument or statement items have a significant correlation with the total score (declared valid). The amount of data (n) = 53, and obtained $df = 53-2$, then the r table is 0.270.

Table 4.1 Validity Test of Compensation Instruments

Question Items	R value Calculate	Table r Values	Information
Instrument 1	0,728	0,270	Valid
Instrument 2	0,696	0,270	Valid
Instrument 3	0,646	0,270	Valid
Instrument 4	0,709	0,270	Valid
Instrument 5	0,753	0,270	Valid
Instrument 6	0,731	0,270	Valid

Source: Excel Data Processing Results

Table 4.2 Validity Test of Organizational Culture Instruments

Question Items	R value Calculate	Table r Values	Information
Instrument 1	0,729	0,270	Valid
Instrument 2	0,528	0,270	Valid
Instrument 3	0,737	0,270	Valid
Instrument 4	0,745	0,270	Valid
Instrument 5	0,796	0,270	Valid
Instrument 6	0,729	0,270	Valid

Source: Excel Data Processing Results

Table 4.3 Validity Test of Employee Commitment Instrument

Question Items	R value	Table r Values	Information
----------------	---------	----------------	-------------

**THE INFLUENCE OF COMPENSATION AND ORGANIZATIONAL CULTURE TO THE
COMMITMENT OF EMPLOYEES OF PT. DEWANASRI JAYA**

Wiguna & Hasanah

	Calculate		
Instrument 1	0,615	0,270	Valid
Instrument 2	0,719	0,270	Valid
Instrument 3	0,647	0,270	Valid
Instrument 4	0,625	0,270	Valid
Instrument 5	0,624	0,270	Valid
Instrument 6	0,651	0,270	Valid
Instrument 7	0,767	0,270	Valid
Instrument 8	0,694	0,270	Valid

Source: Excel Data Processing Results

b. Reliability Test

In this research, an instrument is declared reliable if the value of Cronbach Alpha it's above 0,600. When the value *Cronbach Alpha* If an instrument is below this value, the instrument is declared unreliable. In this test, the number of independent variable instruments that will be tested is 6 instruments for Compensation, 6 instruments for Organizational Culture and 8 instruments for Employee Commitment which have been declared valid. The results of the reliability test for each indicator of this research variable can be seen in the following table:

Table 4.4 Reliability Test Results

Variable	Cronbach's Alpha	Limitation	Information
Compensation	0,802	0,600	Reliable
Organizational culture	0,806	0,600	Reliable
Employee Commitment	0,821	0,600	Reliable

Source: Excel Data Processing Results

2. Classic Assumption Test

a. Normality Test

The normality test aims to test whether in the regression model, the dependent variable and the independent variable both have a normal distribution (Ghozali, 2012: 160). Normality can be detected by looking at the distribution of data (points) on the diagonal axis of the graph. If the data (points) spread away from the diagonal and/or do not follow the direction of the diagonal line then it does not show a normal distribution pattern which identifies that the regression model does not meet the normality assumption (Ghozali, 2012: 163). Good and normal data has a normal distribution.

Figure 4.1 Normality Test Results Normal Probability Plots
Normal P-P Plot of Regression Standardized Residual

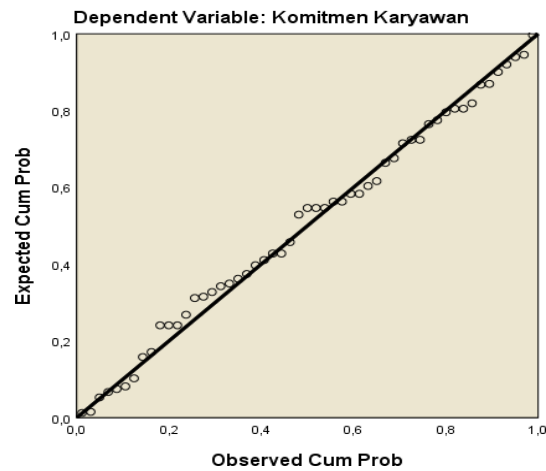
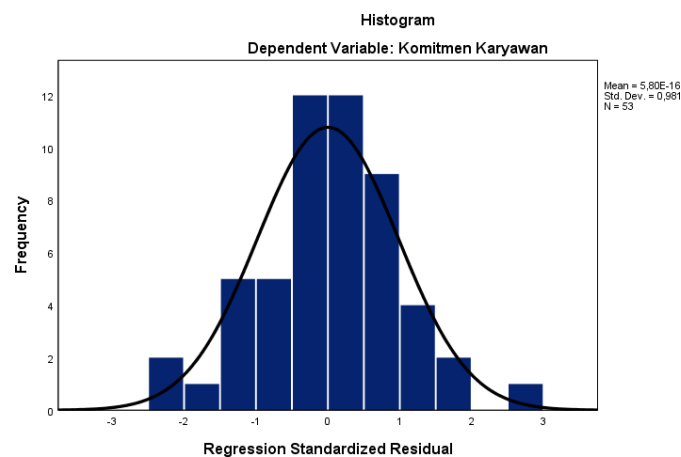


Figure 4.2 Histogram Graph Normality Test Results



Source: SPSS 25 Data Processing Results

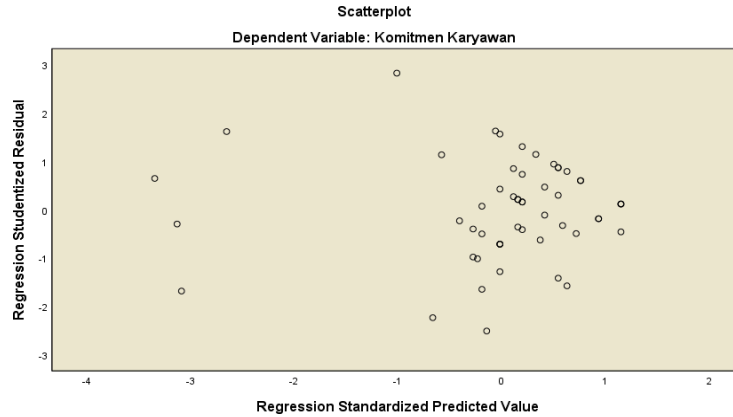
b. Heteroscedasticity Test

According to Ghozali (2011, pp. 125-126) there are several ways to detect heteroscedasticity, but in this study a heteroscedasticity test was carried out by looking at a graph plot between the predicted value of the dependent variable ZPRED and the residual SRESID. Detection of the presence or absence of heteroscedasticity can be done by looking at the presence or absence of certain patterns on the graph *scatterplot* between SRESID and ZPRED where the X and Y axes have been predicted and the Y axis is the residual (predicted Y – actual Y) that has been studentized.

THE INFLUENCE OF COMPENSATION AND ORGANIZATIONAL CULTURE TO THE COMMITMENT OF EMPLOYEES OF PT. DEWANASRI JAYA

Wiguna & Hasanah

Figure 4.3 Heteroscedasticity Test Results



Source: SPSS 25 Data Processing Results

c. Multicollinearity Test

Multicollinearity Test, namely testing to see the existence of a linear relationship between independent variables in the regression model. The testing method that can be used is by looking at the value *Variance Inflation Factor* (VIP) and value *Tolerance*. If the value *Tolerance* greater than 0.10 and VIF <10, then the regression model does not have multicollinearity problems.

Table 4.5. Multicollinearity Test Results

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Compensation	.387	2.585
Organizational culture	.387	2.585

a. Dependent Variable: Employee Commitment

b. Source: SPSS 25 Data Processing Results

Based on table 4.9 above, it shows that the VIF value (*Variance Inflation Factor*) of 2.585 < 10 and value *Tolerance* amounting to 0.387 > 0.10 in all variables used in the research. This shows that there is no perfect or near perfect linear relationship between the independent variables. So the regression model in this study did not find multicollinearity problems and met the requirements for a good regression model.

3. Data Analysis Techniques

a. Multiple Linear Regression Analysis

This analysis is to determine the influence of an Employee Commitment

variable (Y) which is connected to the Compensation variable (X1) and the Organizational Culture variable (X2).

Table 4.5 Multiple Linear Regression Test Results

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	14.346	2.636		5.442	.000
	Compensation	.378	.151	.355	2.503	.016
	Organizational culture	.470	.141	.472	3.329	.002

Dependent Variable: Employee Commitment

Source: SPSS 25 Data Processing Results

Based on the SPSS calculation results above, a multiple linear regression equation can be prepared as follows:

$$Y = 14,346 + 0.378X_1 + 0,470 X_2$$

- 1) The value of compensation and organizational culture shows a positive value, meaning that there is a positive influence between compensation and organizational culture on employee commitment. This means that if the Compensation and Organizational Culture value is 0, then the Employee Commitment constant value is 14,346.
- 2) The Compensation Value shows a positive value, meaning that there is a positive influence between Compensation and Employee Commitment. This means that if compensation increases by 1%, employee commitment will increase by 0.378 (37.8%) or vice versa, every time the variable X1 (Compensation) decreases by 1%, employee commitment will decrease by 0.378 (37.8%).
- 3) The Organizational Culture Value shows a positive value, meaning that there is a positive influence between Organizational Culture and Employee Commitment, the higher the Organizational Culture, the higher the Employee Commitment. This means that if Organizational Culture increases by 1%, then Employee Commitment will increase by 0.470 (47%) or vice versa, every time the variable X2 (Organizational Culture) decreases by 1%, Employee Commitment will decrease by 0.470 (47%).

b. Coefficient of Determination Test

The coefficient of determination is useful for knowing how much influence the independent variable has on the dependent variable.

Table 4.6 Coefficient of Determination Test Results

Model Summary^b

THE INFLUENCE OF COMPENSATION AND ORGANIZATIONAL CULTURE TO THE COMMITMENT OF EMPLOYEES OF PT. DEWANASRI JAYA

Wiguna & Hasanah

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 ^a	.611	.596	1.774

- a. Predictors: (Constant), Compensation, Work Motivation
Dependent Variable: Employee Performance
- b. Source: SPSS 25 Data Processing Results

It can be seen from table 4.11, the results of the values *Adjusted R Square* influence of Compensation and Organizational Culture on employee commitment at PT. Dewanasri Jaya is 0.596 or 59.6%. Meanwhile, the remaining 40.4% is influenced by the work environment and other variables.

4. Statistical Hypothesis Testing

a. Partially Significant Test (t test)

The t statistical test basically shows how far the influence of a pen variable is. individually clear in explaining variations in the dependent or dependent variable.

Table 4.7 t test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Say.
	B	Std. Error	Beta		
1 (Constant)	14.346	2.636		5.442	.000
Compensation	.378	.151	.355	2.503	.016
Organizational culture	.470	.141	.472	3.329	.002

- a. Dependent Variable:
Employee Commitment
Source: SPSS 25 data processing results

- 1) Compensation has a positive and significant effect on employee commitment to PT. Dewanasri Jaya, because the value of t_{count} greater than t_{table} with a value of $2.503 > 2.008$. Additionally, the value is known *themselves*. of 0.016 where the value *themselves*. smaller than 0.05 or $0.016 < 0.05$ then H_0 is rejected and H_a is accepted, meaning that compensation has a positive and significant effect on employee commitment to PT. Dewanasri Jaya.
- 2) Organizational culture has a positive and significant effect on employee commitment at PT. Dewanasri Jaya, because the value of t_{count} greater than t_{table} with a value of $3.329 > 2.008$. Additionally, the value is known *themselves*. of 0.002 where the value *themselves*. smaller than 0.05 or $0.002 < 0.05$ then H_0 is rejected and H_a is accepted, meaning that Organizational Culture has a positive and significant effect on

Employee Commitment at PT. Dewanasri Jaya.

b. Simultaneous Significant Test (F Test)

The F statistical test was carried out to determine whether Compensation and Organizational Culture together (simultaneously) have a significant effect on Employee Commitment. The significance level used is 5% (0.05) with degrees of freedom $df1 = (k-1)$, $df2 = (n-k-1)$, where n = number of observations and k = number of variables. The results of the F test (simultaneous test) searched using the SPSS program can be seen in the following table:

Table 4.8 F Test Results

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Say.
Regression	247.347	2	123.673	39.284	.000 ^b
1 Compensation	157.408	50	3.148		
Organizational culture	404.755	52			

a. Dependent Variable: Employee Commitment

Predictors: (Constant), Organizational Culture, Compensation Source: SPSS 25 Data Processing Results

From the results of the F test calculation above $F_{count} > F_{table}$ ($39.284 > 3.19$) with a significant value of 0.000 is smaller than 0.05 or 5%, so you can concluded H_0 rejected and H_a receive, meaning that the Compensation variable and Organizational Culture together (simultaneously) have a positive and significant effect on Employee Commitment.

B. DISCUSSION

1. The Effect of Compensation on Employee Commitment

The Compensation Variable has a positive and significant effect on Employee Commitment at PT. Dewanasri Jaya, because the t_{count} value is greater than t_{table} with a value of $2.503 > 2.008$. Additionally, the value is known *themselves.* of 0.016 where the value *themselves.* smaller than 0.05 or 0.016 < 0.05 then H_0 is rejected and H_a is accepted, meaning that compensation has a positive and significant effect on employee commitment to PT. Dewanasri Jaya. The results of previous research conducted by Ervanda (2016) with the title "The Influence of Compensation and Job Satisfaction on Organizational Commitment" the results of this research showed that Employee Compensation has a positive effect on Employee Organizational Commitment.

2. The Influence of Organizational Culture on Employee Commitment

The Organizational Culture variable has a positive and significant effect on Employee Commitment at PT. Dewanasri Jaya, because the t_{count} value is greater than t_{table} with a value of $3.329 > 2.008$. Additionally, the value is known *themselves.* of 0.002 where the value *themselves.* smaller than 0.05 or 0.002 < 0.05 then H_0 is rejected and H_a is accepted, meaning that work motivation has a positive and significant effect on employee commitment to PT. Dewanasri Jaya.

The results of previous research conducted by Nadhifa Faisal (2019) with

THE INFLUENCE OF COMPENSATION AND ORGANIZATIONAL CULTURE TO THE COMMITMENT OF EMPLOYEES OF PT. DEWANASRI JAYA

Wiguna & Hasanah

the title "The influence of compensation, work environment and organizational culture on employee organizational commitment." The results of this research showed that compensation and organizational culture had a positive effect on employee organizational commitment.

3. Compensation and Organizational Culture Together Influence Employee Commitment

Compensation and Organizational Culture variables have a significant and influential effect on PT Employee Commitment. Dewanasri Jaya. Based on the results of the F test, the value of $F_{count} > F_{table}$ ($39.284 > 3.19$) with a significant value of 0.000 is smaller than 0.05 or 5%. So H_0 is rejected and H_a is accepted, which means that compensation and organizational culture together have a positive and significant effect on employee commitment.

CONCLUSION

Based on the discussion, research results and data analysis that has been carried out, it can be concluded as follows:

1. The Compensation Variable has a positive and significant effect on Employee Commitment at PT. Dewanasri Jaya, because the tcount value is greater than ttable with a value of $2.503 > 2.008$. Additionally, the value is known *themselves*. of 0.016 where the value *themselves*. smaller than 0.05 or 0.016 < 0.05 then H_0 is rejected and H_a is accepted, meaning that compensation has a positive and significant effect on employee commitment to PT. Dewanasri Jaya.
2. The Organizational Culture variable has a positive and significant effect on Employee Commitment at PT. Dewanasri Jaya, because the tcount value is greater than ttable with a value of $3.329 > 2.008$. Additionally, the value is known *themselves*. of 0.002 where the value *themselves*. smaller than 0.05 or 0.002 < 0.05 then H_0 is rejected and H_a is accepted, meaning that work motivation has a positive and significant effect on employee commitment to PT. Dewanasri Jaya.
3. Compensation and Organizational Culture variables have a significant and influential effect on PT Employee Commitment. Dewanasri Jaya. Based on the results of the F test, the value of $F_{count} > F_{table}$ ($39.284 > 3.19$) with a significant value of 0.000 is smaller than 0.05 or 5%. So H_0 is rejected and H_a is accepted, which means that compensation and organizational culture together have a positive and significant effect on employee commitment.

BIBLIOGRAPHY

- Chandrasekar. (2016). Workplace Environment And Its Impact On Organisational Performance In Public Sector Organizations. International Journal of Enterprise Computing and Business Systems, 1 (1).
- Dharma. (2017). "The Influence of Compensation on Employee Satisfaction and Performance". Management and Economics Journal (MEC-J) Vol 1 (1) December 2017.



- Gibson, J.L., J.M. Ivancevich, J.H. Donnelly, Jr., and R. Konopaske. (2012). *ORrganization: Behavior, Structure and Processes*. New York: McGraw-Hill.
- Iptian. (2020). The Influence of Work Discipline and Compensation on Employee Performance. *International Journal of Multicultural and Multireligious Understanding (IJMMU)* Vol. 7, No. 8, September 2020.
- Pratama, S.A. (2015). The Effect of Compensation on Employee Performance (study of employees of PT. Asuransi Jiwasraya Persero Regional Office Malang). *Journal of Business Administration (JAB)* Vol. 25 No. August 1, 2015.
- Primayanti, D. (2013). The Influence of Company Financial Performance on Share Prices (empirical study of Manufacturing Companies listed on the IDX in 2010-2011). *Journal of Muhammadiyah University of Surakarta*, 2(1): 1-13.
- Qodariah. (2019). Description Analysis of the Effect of Work Engagement on Employee Performance: Ability (A), Effort (E), Support (S) PT. Indonesian Surveyor. *Journal of Management and Bisnis* Vol.2 No.1.
- Rachmaliya, N.S. (2017). Analysis of Employee Performance, Organization Culture, Work Satisfaction and Organization Commitment. *Journal Of Human Resource Management, Jakarta State University. Human Resource Research* ISSN 2329-9150 2017, Vol. 1, No. 1.
- Schaufeli, W., Salanova, M., and Bakker, A.B (2012). "Work Engagement : An Emerging Psychological Concept And Its Implication For Organization". *Managing Social And Ethical Issues In Organization*, 135- 177.