The Effect of Motivation, Competence, Compensation on Employee Performance with Organizational Culture as A Moderating Variable

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Abstract: Motivation, Competence, Compensation, and Organizational Culture have a great influence on the Employee Performance of PT. Adi Dharma Abadi. These four variables prove that this study aims to analyze the influence of motivation, competence, and compensation on employee performance with organizational culture as moderating variables in PT. Adi Dharma Abadi Bogor Regency. The study was conducted at PT. Adi Dharma Abadi Bogor Regency took 35 employees as the research sample, which was calculated using an equation formula through an interaction test often referred to as Moderated Regression Analysis (MRA) with a total population of 35 employees at an error margin of 2.5 %, for the data collection techniques, questionnaires, interviews, and observations. The data is processed using the SPSS version 26 application. The test data used in this research are reliability tests, validity tests, statistical tests, and classical assumption tests. The results of this study show that Motivation, Competence, Compensation, and Organizational Culture have a positive and significant influence on Performance.

Introduction

The rapid development of infrastructure in Indonesia, especially with the increasing construction of large buildings and the increase in the tourism sector and transportation modes, has led to an increasing need for cleaning services or cleaning services. This cleaning service is a solution for building, tourism, and transportation managers who require efficient and professional cleaning services. Cleaning services are not just about cleaning, but are also a profession that requires sensitivity and precision in maintaining hygienic quality.

According to Gordon (2010) and Manurung et al. (2023), there are various types of cleaning services, including office cleaning, public and entertainment places, and building developers, which include final cleaning, handover cleaning, and thorough cleaning. The purpose of cleaning services is to create a clean, tidy, comfortable environment that supports productivity. PT. Adi Dharma Abadi, as a cleaning service provider, has invested in cleaning equipment and human resource (HR) development to ensure quality service, in accordance with the established standard operating procedures (SOP). The cleaning service sector in Indonesia is growing rapidly, but competition is still relatively low. Based on data from the Musda DPP Apklindo DKI in May 2023, there were 3,480 cleaning service companies in Jakarta with 800 active companies, absorbing around 6 million workers from various educational backgrounds. However, in 2020, the impact of the COVID-19

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pandemic reduced the demand for cleaning services, affecting the growth rate of companies in this sector.

As a company that plays an active role in the Indonesian Cleaning Service Company Association (APKLINDO), PT. Adi Dharma Abadi faces challenges in maintaining performance amidst competition and market dynamics. Based on internal company data, there has been a decrease in the number of cooperation contracts and the number of employees due to efficiencies carried out during the pandemic. Human resources are a key factor in improving company performance, where employee abilities and motivation are directly related to the results achieved by the company.

The decline in performance that has occurred in recent years at PT. Adi Dharma Abadi shows that in addition to external factors, internal factors such as employee competence, motivation, and compensation affect company performance. In this context, this study aims to analyze the effect of motivation, competence, and compensation on employee performance, as well as how organizational culture can moderate the relationship between these variables.

Based on the background above, this study aims to answer the following questions:

1. How big is the influence of motivation on employee performance at PT. Adi Dharma Abadi?
2. How big is the influence of competence on employee performance at PT. Adi Dharma Abadi?
3. How big is the influence of compensation on employee performance at PT. Adi Dharma Abadi?
4. Does organizational culture moderate the relationship between motivation and employee performance at PT. Adi Dharma Abadi?
5. Does organizational culture moderate the relationship between competence and employee performance at PT. Adi Dharma Abadi?
6. Does organizational culture moderate the relationship between compensation and employee performance at PT. Adi Dharma Abadi?

Research Method

1. Research Design

This study used an explanatory research method to test the relationship between variables, with a focus on hypothesis testing aimed at strengthening existing theories. This study analyzed the influence of Motivation (X1), Competence (X2), and Compensation (X3) on Performance (Y), with Organizational Culture (Z) as a moderating variable. This research design used an empirical model consisting of independent variables (X1, X2, X3), dependent (Y), and moderation (Z).

2. Operationalization of Variables

The variables of this study consist of:

Performance (Y): Measured through work quantity, work quality, punctuality, attendance, and cooperative attitude (Gomes, 2010; Mathis & Jackson, 2006).

Motivation (X1): Refers to physical needs, safety, social, appreciation, and self-actualization (Maslow, 2009).

Competence (X2): Knowledge, skills, and personal characteristics that affect performance (Rivai & Sagala, 2013).

Compensation (X3): Salary, wages, incentives, allowances, and facilities received by employees (Hasibuan, 2012; Rivai, 2011).

Organizational Culture (Z): Norms, dominant values, rules, and organizational climate that influence the behavior of organizational members (Robbins & Coulter, 2010; Umi et al., 2015).

3. **Population and Sample**

The population of this study was all employees of PT Adi Dharma Abadi, totaling 40 people. The sample was determined by the census method, namely the entire population was sampled, so the number of respondents was 35 people. This study used a survey method with a questionnaire as the primary data collection technique.

4. **Data collection method**

In this study, we collected data through several methods to obtain the required information, both primary and secondary data. First, a literature review was conducted by reading, analyzing, and writing documents and literature to obtain secondary data that supports the writing. In addition, the author also conducted a field study by directly observing the research object at PT. Adi Dharma Abadi, Bogor Regency, to obtain more concrete data. Unstructured interviews were used to dig deeper information from related parties, with recording and book notes as tools to record interview results. Furthermore, we presented a questionnaire to respondents to measure their understanding of the variables studied, such as work motivation, employee competence, organizational culture, and employee performance. Measurements used a Likert Scale, with answer weights from "Strongly Agree" (5) to "Strongly Disagree" (1) Syarifuddin et al., (2021), and the results were analyzed to obtain the Respondent Achievement Level (TCR), which was classified into categories such as "Very Good" (81% -100%) to "Not Good" (0% -20%) (A. Kurniawan, 2023). This study also used observations that were carried out systematically and in a planned manner to collect empirical data from the objects or behaviors studied (Lince, 2022). In addition, the author collects secondary data from literature, previous research, and electronic media (internet) to complement the existing data. By using this approach, the study involved the entire existing population (census), with a sample size of 35 people. With these various methods, the author hopes to obtain valid and relevant data to support further analysis in this writing.

5. **Data Analysis method**

In this study, several data analysis tests were used to ensure the validity and reliability of the instrument, as well as to test the assumptions in the applied regression model.

Validity Test

The validity test measures the extent to which the questionnaire is able to measure the intended construct. If the calculated r value is greater than the table r, then the variable or item is valid (Rosita et al., 2021; A. Maulana, 2022). Validity testing uses SPSS 26 software, with the following criteria:
- calculated r > table r: valid
- calculated r < table r: invalid.

Reliability Test

Reliability measures the consistency of answers in the questionnaire. The Cronbach Alpha coefficient (α) is used for reliability testing. The criteria are:
- $\alpha < 0.6$: unreliable
- $0.6 \leq \alpha \leq 0.8$: reliable
- $\alpha > 0.8$: very reliable (Slamet & Wahyuningsih, 2022).

Classical Assumption Test

Normality Test: Checking the distribution of data in the regression model. The test is carried out using the Kolmogorov-Smirnov test. Criteria:
sig > 0.05: data is normally distributed
sig < 0.05: data is not normally distributed (R. S. Putra & Risma, 2024).

JMET Vol. 3, No. 1 (January 2025)

Multicollinearity Test

Testing whether there is a correlation between independent variables. The test is carried out with the Tolerance and Variance Inflation Factor (VIF) values. Criteria:

Tolerance ≤ 0.10 or VIF ≥ 10: there is multicollinearity

Tolerance > 0.10 or VIF ≤ 10: no multicollinearity.

Heteroscedasticity Test

Testing whether there is inequality of residual variance in the regression model. The test is done with a scatter plot. Decision: if the points are randomly distributed and do not form a pattern, the model meets the assumption of homoscedasticity (Ghozali, 2013).

Hypothesis Testing

Determination Test (R^2): Measures how much variation in independent variables can explain variation in dependent variables. R^2 values approaching 1 indicate a good model (Ghozali, 2013).

t-test: Measures the influence of independent variables individually on the dependent variable. Hypothesis is tested using t-test and t-table, with the following criteria:

t-test > t-table: hypothesis is rejected (variable is not significant)

t-test < t-table: hypothesis is accepted (variable is significant).

Moderating Regression Analysis

Moderated regression analysis is used to test the moderating effect of Organizational Culture on the relationship between Motivation, Competence, Compensation, and Performance.

: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4Z + b_5X_1*Z + b_6X_2*Z + b_7X_3*Z + e$

Description:

Y: Performance

a: constant value

b1, b2, b3, b4, b5,b6: Regression coefficients of each variable

X1: Motivation

X2: Competence

X3: Compensation The results and discussion contain scientific research findings and discussions. Write down scientific findings obtained from the results of research that has been done but must be supported by adequate data. The scientific findings referred to here are not the results of research data obtained. The scientific findings must be explained scientifically including: What scientific findings were obtained? Why did that happen? Why are trend variables like that? All these questions must be explained scientifically, not only descriptive, if necessary supported by adequate scientific basis phenomena. In addition, it should also be explained in comparison with the results of other researchers who are almost the same topic. The results of research and findings must be able to accommodate the research objectives in the introduction.

Z: Organizational Culture

X1*Z: Motivation*Organizational Culture

X2*Z: Competence*Organizational Culture

X3*Z: Compensation*Organizational Culture

e: standard error / residual

Result and Discussion

1. Work motivation

Table 1. Description of Respondents' Answers of PT. Adi Dharma Abadi to Work Motivation Variables

No.	Indicator	Average	TCR	Category
1	I feel satisfaction when I am able to complete difficult work and achieve work targets	7.46	100%	Very good
2	I am able to use my potential and work independently	6.77	73.8%	Good
3	I am able to work with a full sense of responsibility	7.29	68.6%	Good
4	I am ready to work overtime if my work is not finished on time.	4.89	100%	Very good
5	The tasks and responsibilities given by the leader are in accordance with my education and abilities.	4.63	100%	Very good
	Average Value of Variable Index	6.21	100%	Very good

Based on the results of the respondent's assessment of the work motivation variables in Table 1, the total average of the work motivation variables is at a value of 6.21%, which can be interpreted as the motivation of PT. Adi Dharma Abadi employees is in the Good category because it is at a value of 100%. This work motivation is assessed from 5 (five) indicators, namely being able to complete difficult work and achieve work targets, being able to use one's potential and work independently, being able to work with a full sense of responsibility, overtime if my work is not finished on time, tasks and responsibilities given by the leader, . Of the five indicators, we can see in the table that the factor of self-realization needs, namely being able to complete difficult work and achieve work targets, is the highest motivation for employees with a value of 7.46 or 100% if the leader often motivates employees, the performance of the employees will be better.

2. Competence

Table 2. Description of Respondents' Answers from PT. Adi Dharma Abadi to Competency Variables

No	Indicator	Average	TCR	Category
1	I will complete the work according to my competence even though the work is difficult and targeted	4,66	93.1%	Very good
2	I always use my potential and work independently according to my competence	4,54	90.8%	Very good
3	I always work with a full sense of responsibility	4,71	94.2%	Very good
4	I will complete my unfinished work on time	4,66	93.1%	Very good
5	The tasks and responsibilities given by the leader are in accordance with my education and competence.	4,60	92%	Very good
	Average Value of Variable Index	4,63	92.6%	Very good

Based on the respondents' assessment of the competency variables in Table 2, it is proven that the total average of the competency variables is at a value of 4.63, which can be interpreted as the competency of PT. Adi Dharma Abadi employees are in the Very Good category because it is at a value of 92.6%. This employee competency is assessed from 5 (five) indicators, namely completing work according to the competency they have, working independently according to the competency they have, working with a full sense of responsibility, completing unfinished work on time, Tasks and responsibilities given by the leader according to employee education and competency. Where the

highest value is 4.71%, always working with a full sense of responsibility, which is an indicator of personal characteristics. This shows that characteristics have a major influence on employee interest and career development according to employee competency.

3. Compensation

Table 3. Description of Respondents' Answers PT. Adi Dharma Abadi to Compensation Variables

No.	Indicator	Average	TCR	Category
1	I will complete the work according to the Motivation and competence that I have according to the compensation I receive	4.69	93.7%	Very Good
2	In my opinion, the importance of the role in providing compensation to employees?	4.77	95.4%	Very Good
3	I always receive appropriate compensation so that I work with a full sense of responsibility	4.34	86.8%	Very Good
4	Do you think the compensation offered by the company can maintain employee resignations?	4.46	89.1%	Very Good
5	Are the tasks and responsibilities given by the leader in accordance with your education and compensation.	4,26	85.1%	Very Good
	Average Value of Variable Index	4,5	90%	Very Good

Based on the respondents' assessment for the compensation variable according to table 3, it is proven that the total average compensation variable at a total average value of 4.45%, it can be concluded that compensation at PT. Adi Dharma Abadi is in the Very Good category because it is at a value of 89.0%. This Compensation Assessment is divided into 5 (five) question indicators, which include completing work according to the Motivation and competence that I have, the importance of the role in providing compensation to employees, receiving appropriate compensation so that I work with a full sense of responsibility, compensation offered by the company can maintain employee resignations, the responsibility given by the leader is in accordance with education and compensation. Of the five indicators, allowances have the highest value, namely 4.5 or 90.5%. The importance of the role in providing compensation to employees. This can prove that the allowances provided have a positive impact on achieving better performance.

4. Organizational Culture

Table 4. Description of Respondents' Answers of PT. Adi Dharma Abadi to the Organizational Culture Variable

No.	Indicator	Average	TCR	Category
1	In your opinion, the current work environment is the most optimal for you to work	4,54	90.8%	Very good
2	Does top management always provide direction and supervision to strengthen organizational culture	4,2	85.7%	Very good
3	Do different socio-cultural conditions have a big influence on organizational culture?	4,91	78.2%	Very good
4	When there is feedback, do you feel more comfortable getting it through formal assessments or in casual chats?	4,51	90.2%	Very good
5	Do leaders give the tasks and responsibilities appropriate to maintain a strong Organizational Culture	3.91	78,2%	Very good
	Average Value of Variable Index	4.31	86,2%	Very Good

Based on the respondents' assessment of the Organizational Culture variable as seen in table 4 above, it shows that the total average of the Organizational Culture variable is at a total average value of 4.23, which means that the Organizational Culture of PT. Adi Dharma Abadi employees are Very Good, with a value of 84.6%. This Organizational Culture consists of 5 (five) indicators, namely the current work environment that is most optimal for working, top management always provides direction and supervision to strengthen organizational culture, different social cultures greatly influence organizational culture, get it through formal assessment The dominant value is 4.91 or 78.2%, different social cultures greatly influence organizational culture, fellow employees care about other employees if a problem occurs, this can improve organizational culture in a company's performance to be better.

5. Performance

Table 5. Description of Respondents' Answers from PT. Adi Dharma Abadi to Performance Variables

No.	Indicator	Average	TCR	Category
1	I work according to SOP and complete work according to the quality standards set by the company	4,71	94.2%	Very good
2	I do my work skillfully and carefully according to the company's quantity	4,74	94.8%	Very good
3	I work with focus without any supervisors supervising me	4,74	94.8%	Very good
4	I have a high sense of empathy in carrying out my work	4,71	94.1%	Very good
5	I can work together with fellow employees and superiors	4,69	93.7%	Very good
	Average Value of Variable Index	4,72	94.4%	Very Good

Data analysis in Table 5 shows that the overall performance of PT. Adi Dharma Abadi employees is very good, with an average score of 4.64 (92.2%). This indicates that employees generally comply with SOPs, work skillfully, focus, and have high empathy for coworkers. In particular, the highest score was achieved on the empathy indicator (4.72), which shows employee commitment to working hours and contributes significantly to overall performance.

This is due to the implementation of deductions from the allowances given if employees are late or absent from work without any explanation or notification at all to their superiors.

Table 6. Validity test

Variable	Question item no.	R Table	R Count	Information
Motivation	X1.1		0.763	Valid
	X1.2		0.716	Valid
	X1.3	0,195	0.837	Valid
	X1.4		0.749	Valid
	X1.5		0.601	Valid
Competence	X2.1		0.832	Valid
	X2.2		0.852	Valid
	X2.3	0,195	0.954	Valid
	X2.4		0.897	Valid

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Variable	Indicator	r table	r result	Information
	X2.5		0.771	Valid
Compensation	X3.1		0.720	Valid
	X3.2		0.616	Valid
	X3.3	0,195	0.507	Valid
	X3.4		0.713	Valid
	X3.5		0.497	Valid
Organizational culture	Z		0.244	Valid
	Z		0.158	Valid
	Z	0,195	0.720	Valid
	Z		0.614	Valid
	Z		0.711	Valid
Performance	Y1		0.899	Valid
	Y2		0.934	Valid
	Y3	0,195	0.772	Valid
	Y4		0.899	Valid
	Y5		0.892	Valid

Based on Table 7, it is known that the validity test on the variables of motivation, competence, compensation, organizational culture, and performance is known that the average indicator is valid. This is proven by all the r results values on the variable indicators obtained exceeding the r table value so that each indicator exceeds the r table. Thus, each indicator on the variables of motivation, competence, compensation, organizational culture, and performance can be carried out in the next step.

Reliability Test

Table 7. Reliability Test

No.	Variable	r Alpha value	Information
1.	Motivation	0,770	Reliable
2.	Competence	0,906	Reliable
3.	Compensation	0,531	Reliable
4.	Organizational Culture	0.453	Reliable
5.	Performance	0.917	Reliable

Based on Table 7 above, each variable between motivation, competence, compensation, organizational culture, and performance obtained a Cronbach's alpha > 0.70, so it can be concluded that all variables in this study are considered reliable.

Classical Assumption Test

Normality Test

The normality test was used to determine whether a residual variable (disturber) can be normally distributed in the regression model. The results of the data normality test with the Kolmogorov-Smirnov Test are shown in the following table.

Table 8. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		35
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.78567019
Most Extreme Differences	Absolute	.093
	Positive	.093
	Negative	-.093
Test Statistic		.093
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on the table above, the results of the Kolmogorov-Smirnov normality test show a significance value of $0.200 > 0.05$, so it can be concluded that the residual value is normally distributed.

**Multicollinearity Test**

Table 9. Multicollinearity

	Coefficients[a]						
	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	-.330	2.140		-.154	.879		
Motivation	.160	.109	.125	1.472	.151	.496	2.014
Competence	.711	.094	.753	7.537	.000	.356	2.806
Compensation	.184	.087	.162	2.124	.042	.611	1.637
Organizational culture	-.024	.084	-.019	-.286	.777	.803	1.245
a. Dependent Variable: Performance (Y)							

Based on the calculation results, it can be explained that there is no multicollinearity in the independent variables of motivation, competence, compensation and organizational culture, with a VIF value of <10 and Tolerance> 0.1.

Heteroscedasticity Test

Picture 1. Heteroscedasticity Test
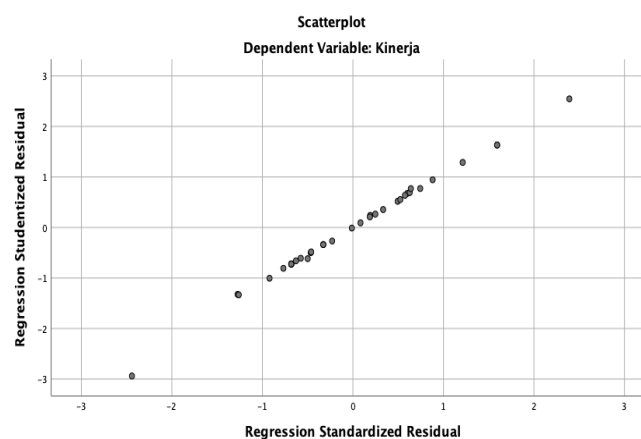
T *Vol. 3, No. 1 (January 2025)*

The scatter plot graph shows points spread randomly at the top and bottom, the points do not gather above or below. The distribution of points does not form a wave pattern, widening then narrowing and widening again. This explains that the results of the multiple regression analysis are truly linear because they do not have heteroscedasticity problems so that the multiple linear regression analysis can be continued. The results of heteroscedasticity can be seen in the scatter plot test graph in the following image

Table 10. Moderating Regression Calculation Results Motivation

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.716a	.512	.498	1.70520

a. Predictors: (Constant), Motivation
b. Dependent Variable: Performance

Competence, Motivation

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937a	.877	.870	.86887

a. Predictors: (Constant), Competence, Motivation
b. Dependent Variable: Performance

Compensation, Motivation, Competence

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945a	.893	.883	.82393

a. Predictors: (Constant), Compensation, Motivation, Competence
b. Dependent Variable: Performance

Organizational Culture, Compensation, Motivation, Competence

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945a	.893	.879	.83641

a. Predictors: (Constant), Organizational Culture, Compensation, Motivation, Competence
b. Dependent Variable: Performance

Motives'*Competence*Compensation*Organizational Culture, Motivation, Organizational Culture, Competence, Compensation

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963a	.926	.914	.70644

a. Predictors: (Constant), Motives'
Motives'*Competence*Compensation*Organizational Culture, Motivation, Organizational Culture, Competence, Compensation
b. Dependent Variable: Performance

The equation of the moderating regression line of Motivation, Competence, Compensation, Organizational Culture on Performance, the interaction of Motivation with Organizational Culture, the interaction of Competence with Organizational Culture and the interaction of compensation with Organizational Culture are:

$$Y=a+b1X1+b2X2+b3X3+b4Z+b5X1*Z+b6X2*Z+b7X3*Z+e$$

• The RSquare value in the first regression equation is 0.512 so it can be said that the motivation variable has an effect on the actual Employee Performance variable of 51.2%
• After the moderating variable of the competency variable in the second regression equation, the RSquare value increases to 0.877 or 87.7% so it can be said that the competency variable has an effect on the actual Employee Performance variable of 87.7%
• After the moderating variable of the compensation variable in the third regression equation, the RSquare value increases to 0.893 or 89.3% so it can be said that the compensation variable has an effect on the actual Employee Performance variable 89.3%.
• The moderation variable of the organizational culture variable in the fourth regression equation, the RSquare value is the same as 0.893 or 89.3% so that it can be said that the organizational culture variable still has an effect on the actual Employee Performance variable of 89.3%.
• The multiplication moderation variable of the motivation, competence, compensation, organizational culture variables in the fifth regression equation, the RSquare value increased by 0.926 or 92.6% so that it can be said that the organizational culture variable still affects the actual Employee Performance variable of 92.6%.
• Thus, it can be concluded that the "hypothesis is accepted" so that it can be said that the existence of the Motivation, Competence, Compensation and Organizational Culture variables (as moderation) can influence or increase the influence of the Employee Performance variable of PT, Adi Dharma Abadi.

The coefficient of determination value is marked by the adjusted R square value with the following results:

Table 11. Coefficient of Determination

			Model Summary[b]	
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963[a]	.926	.914	.70644

a. Predictors: (Constant),
Motivation*Competence*Compensation*Organizational Culture,
Motivation, Organizational Culture, Competence, Compensation
b. Dependent Variable: Kinerja

The coefficient of determination, marked by the adjusted R square value of 0.914, shows that Motivation, Competence, Compensation, Organizational Culture on Performance, the interaction of Motivation with Organizational Culture, the interaction of Competence with Organizational Culture and the interaction of Compensation with Organizational Culture on Organizational Culture is 91.4%, while the rest is influenced by other variables that were not observed in this study.

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	175.755	4	43.939	62.807	.000ᵇ
	Residual	20.987	30	.700		
	Total	196.743	34			

a. Dependent Variable: Y Performance
b. Predictors: (Constant), Z Organizational Culture, X3 Compensation, X1 Motivation, X2 Competence

Coefficientsª

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.330	2.140		-.154	.879
	X1 Motivation	.160	.109	.125	1.472	.151
	X2 Competence	.711	.094	.753	7.537	.000
	X3 Compensation	.184	.087	.162	2.124	.042
	Z Organizational culture	-.024	.084	-.019	-.286	.777

a. Dependent Variable: Y Performace

Hypothesis Testing

Based on the results of hypothesis testing with moderated regression, the following are the conclusions of the influence between dependent and independent variables:

a. Influence of Motivation on Performance

The t-value for Motivation (X1) is 1.472, smaller than the t table (2.042), and the significance value of 0.151 is greater than α (5%). Thus, H0 is accepted, which means that Motivation does not have a significant effect on Performance

b. Influence of Competence on Performance

The t-value for Competence (X2) is 7.537, greater than the t table (2.042), and the significance value of 0.000 is smaller than α (5%). H0 is rejected, which means that Competence has a significant effect on Performance

c. The Effect of Compensation on Performance

The t-value for Compensation (X3) is 2.124, greater than the t-table (2.042), and the significance value of 0.042 is smaller than α (5%). H0 is rejected, which means that Compensation has a significant effect on Performance

d. The Effect of Motivation Moderated by Organizational Culture on Performance

The t-value for Motivation*Organizational Culture (X1*Z) is 0.421, smaller than the t-table (2.042), and the significance value of 0.151 is greater than α (5%). H0 is accepted, which means that Motivation moderated by Organizational Culture does not have a significant effect on Performance.

e. The Effect of Competence Moderated by Organizational Culture on Performance

The t-value for Competence*Organizational Culture (X2*Z) is 2.155, greater than the t-table (2.042), and the significance value of 0.000 is smaller than α (5%). H0 is rejected, which means Competence moderated by Organizational Culture has a significant effect on Performance

f. Effect of Compensation Moderated by Organizational Culture on Performance

The calculated t value for Compensation*Organizational Culture (X3*Z) is 0.607, smaller than the t table (2.042), and the significance value of 0.042 is smaller than α (5%). H0 is rejected, which means that Compensation moderated by Organizational Culture has a significant effect on Performance

Discussion

Research shows that motivation has a positive and significant effect on employee performance. These results indicate that the higher the motivation given, the higher the employee performance. Factors such as the ability to complete work, use one's potential, and a sense of responsibility can improve employee performance. This finding is in line with research by Garaika (2020) and Umi Nadiroh (2019), which also found a positive influence between motivation and performance. Thus, H1: Work motivation has a positive and significant effect on employee performance.

Competence has a positive and significant effect on employee performance. These results indicate that high competence, including knowledge, skills, and managerial abilities, can improve performance. This finding is consistent with research by Syamsu Alam (2019) and Dian Mariani (2020). Thus, H2: Competence has a positive and significant effect on employee performance.

Compensation has a positive and significant effect on employee performance. Employees who receive appropriate compensation, such as salary, benefits, and incentives, tend to be more motivated and work better. This finding supports previous research by Noer Ali Ramdani Suryana and Yanti Murni (2018). Therefore, H3: Compensation has a positive and significant effect on employee performance.

Organizational culture has been shown to moderate and strengthen the relationship between motivation and performance. The higher the motivation given by superiors, with the support of a good organizational culture, the more optimal employee performance. This finding is in accordance with Desi Nur Hayati's research (2019). Thus, H4: Motivation has a positive and significant effect on performance moderated by organizational culture.

Competence moderated by organizational culture has a significant effect on performance. Employees who have good competence and work in a supportive organizational culture tend to complete tasks better. Mei Sucinda Gracesya Sirait's (2020) research supports this finding. Therefore, H5: Competence has a positive and significant effect on performance moderated by organizational culture.

The Effect of Compensation Moderated by Organizational Culture on Employee Performance Organizational culture moderates the effect of compensation on performance. The better the implementation of organizational culture, the stronger the effect of compensation on employee performance. This finding supports research by Tristiana Rijanti et al. (2021) and Zacky Abidin (2022), which shows that a good organizational culture can strengthen the relationship between compensation and performance. Thus, H6: Compensation moderated by organizational culture strengthens employee performance.

Conclusion

Based on the results of the study on the influence of organizational culture in moderating motivation, competence, and compensation on employee performance at PT. Adi Dharma Abadi, it can be concluded that motivation (X1) has a positive effect on employee performance, where the higher the motivation, the better the performance shown. Likewise with competence (X2), which has a positive effect on employee performance, meaning that increasing employee competence will

contribute to improving their performance. Compensation (X3) has also been shown to have a positive effect on performance, where increasing compensation will improve employee work ethic and performance. In addition, organizational culture (Z) has been shown to moderate the relationship between motivation, competence, and compensation on employee performance. Motivation moderated by organizational culture can strengthen the relationship between employee motivation and performance, while competence moderated by organizational culture also shows a positive impact in strengthening the relationship between competence and performance. Compensation moderated by organizational culture shows that a good culture can increase the influence of compensation on employee performance.

Recommendation

Future research could expand the sample size to include diverse industries and cultural contexts, examine additional moderating variables such as leadership style or work-life balance, and explore the individual components of compensation. A longitudinal or cross-cultural study could enhance understanding of causality and cultural differences, while incorporating qualitative methods such as interviews could provide deeper insights. Investigating the impact of remote or hybrid work models, as well as the role of employee well-being, digital tools, and styles, could offer valuable insights for optimizing motivation, competence, leadership, and performance in contemporary organizational settings.

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