



Original Article

The Influence of Organizational Culture and Remuneration on Employee Performance at the Ministry of Health's Health Polytechnic in Surabaya

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Abstract:

Employee performance can be seen as a service provided by individuals or groups within an institution to fulfill service needs. The aim is to enhance the welfare of the institution and the target served. In government institutions, remuneration is an inseparable aspect. The objective of this study is to examine the impact of organizational culture and remuneration on the performance of employees within the Health Polytechnic of the Ministry of Health in Surabaya. The study employs a quantitative descriptive approach, utilizing multiple linear regression for data analysis statistical tests, classic assumptions, hypothesis testing, and determination coefficient. The sampling technique involved simple random sampling with a total of 81 respondents employed at the Health Polytechnic of the Ministry of Health in Surabaya. The results indicate the impact of the organizational culture variable (X1) on the employees' performance within the Health Polytechnic of the Ministry of Health in Surabaya, with a calculated t-value of 2.934 > the critical t-value of 1.990 and a level of significance of 0.004 < 0.05. Similarly, the Remuneration variable (X2) also significantly affects employee performance, with a calculated t-value from the Remuneration variable (X2) of 2.072 > the critical t-value of 1.990 and a significance value of 0.001 < 0.05. Partially and simultaneously, The impact of corporate culture and compensation on employee performance within the Health Polytechnic of the Ministry of Health in Surabaya, with an F value of 10.064, and for the critical F value, a value of 10.064 was obtained. Therefore, companies should pay attention to employees in terms of the emphasized Organizational Culture applied to each employee to maintain employee performance by providing duties, workload, balanced time with rights given fairly, equitably, and transparently.

Keywords: Organizational Culture, Remuneration, Employee Performance.



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Introduction

Indonesia has various institutions, both at the regional and central levels, which are interconnected, continuous, and collaborate to facilitate the sustainability of administrative and governmental affairs. Each institution has specific tasks and authorities aimed at achieving predetermined goals ([Nurdinah & Kurniawan, 2019](#)). Fundamentally, employee performance is the extent of an employee's success within a specific period compared to various standards, targets, or criteria established beforehand and agreed upon collectively. Performance reflects the results of activities conducted by employees or organizational units ([Veitzal Rivai, 2004](#)). Good performance is an organizational goal. According to Keith Davis in Mangkunegara (2005), there are two main factors influencing individual performance: ability and work motivation. Individual ability depends on their knowledge, education, and skills, while work motivation is influenced by attitude as the basic motivation and the surrounding environment. Currently, the performance of government institutions remains a public concern. Many government agencies have unsatisfactory performance, both in terms of human resources and public services. Therefore, government agencies are required to continuously improve and maintain their performance to be better than before.

The Surabaya Health Polytechnic under the Ministry of Health is urged to enhance institutional performance so the institution's vision and mission able to effectively attained. Performance improvement can be achieved by considering all aspects related to human resources, by paying attention to and understanding the factors that affect performance. Based on research conducted by [Omoregbe \(2017\)](#) on In exploring the connection between organizational culture and employee performance, it was discovered that the organizational culture positively influences employee performance. Similar studies conducted by [Anisah \(2013\)](#), [Shalahudin \(2014\)](#), and [Isa \(2016\)](#) also stated that the organizational culture exhibits a positive and notable impact on the effectiveness. The implementation of a good corporate culture can maximally enhance employee performance. Other research on factors affecting performance, such as that conducted by [Yunus \(2013\)](#), concluded that bureaucratic reform influences employee productivity. The implementation of bureaucratic reform results in changes in the compensation system by providing incentives to employees in the form of performance bonuses or remuneration. Research by [Teja \(2017\)](#) concluded that remuneration exerts a favorable and notable effect on employee effectiveness, whereas work motivation similarly contributes positively and significantly to employee performance. Likewise, research by [Malwa \(2016\)](#) and Boedianto (2012) concluded that providing remuneration positively and substantially affects employee effectiveness. Based on the background as mentioned earlier, the researcher is interested in conducting a study entitled " The Impact of Corporate Culture and Remuneration on Employee Productivity within Poltekkes Kemenkes Surabaya.

Corporate ethos is described as a guiding framework for all members of an organization when facing organizational challenges to achieve its goals ([Amnuai, Tika, 2012](#)). Furthermore, [Jaghargh \(2012\)](#) outlines several dimensions of organizational culture derived from Robbins' characteristic theory (2008), consisting of 9 characteristics that can be used as instruments to evaluate the implementation pertaining to corporate culture, including innovation and Risk propensity, leadership style, cohesion, managerial backing, oversight, identity formation, incentive structure, conflict management, and communication styles. Organizational culture encompasses a range of values, strategies,

leadership styles, visions, missions, as well as beliefs and understandings held by organizational members. It is considered a guide for new members and serves as the basis for attitudes and behaviors within the company. In reality, organizational culture is not an easy path to success; it requires strategies that are an key elements in institutional competitiveness. Organizational culture represents a vital concept that supports an organization's success in achieving its goals. Harvey and Brown (in Cahyono's translation, 2009) state that Corporate culture comprises a network of common values and beliefs that intersect with personnel, institut structures, and systems to shape behavioral norms. It serves as a guide for member behavior within the company. Organizational culture disseminates evolving values and beliefs within the organization, directing the actions of its members. When organizational culture supports organizational strategy, it can be a key tool in achieving competitive advantage. Mangkunegara (2005) also describes institutional culture as an amalgamation of presumptions, convictions, principles, and standards that guide organizational members in addressing external adaptation challenges and internal integration. The term related to remuneration has become a hot topic for discussion both among private and government employees. Remuneration is said to be one of the most influential factors for employees in carrying out their duties. Compensation is a recompense or compensation allocated to staff for the achievements they have made in line with the organization's goals or plans (Sofa, 2008). This definition suggests that the presence of remuneration in an organization cannot be ignored. This is because remuneration is directly related to achieving organizational goals. Low remuneration cannot be justified from both humanitarian and company survival perspectives.

Compensation is a type of recognition or compensation bestowed to employees by the company where they work. Handoko (2000) explains that compensation is a reward for the work done by an employee. Drucker (in Halacheva, 2014) categorizes remuneration into three types: remuneration for position, remuneration for person, and remuneration for performance, which can be used as indicators to measure and calculate the amount of remuneration. Bernardin da Russel explains that performance constitutes the evaluation of the tasks results attained through employees within a predetermined time frame. Meanwhile, according to Handoko, performance is an assessment and evaluation of employees' work results conducted by the organization (Tika, 2012:121). From these definitions, This leads to the conclusion that productivity is outcome of individual tasks within an organization that occurs over a specific period, aligned with the organization's goals. Viswesvaran divides the dimensions of employee performance into six parts: endeavor, occupational expertise, caliber, volume, adherence to regulations, and social adeptness (in Viswesvaran & Ones, 2002).

Based on the literature review regarding the impact of Corporate Culture and Remuneration regarding Employee Effectiveness, a theoretical framework is developed as depicted in Figure 1. This framework is the result of synthesizing theories that reflect the interrelationship between the variables under study. It provides guidance for researchers in solving research problems and formulating hypotheses.

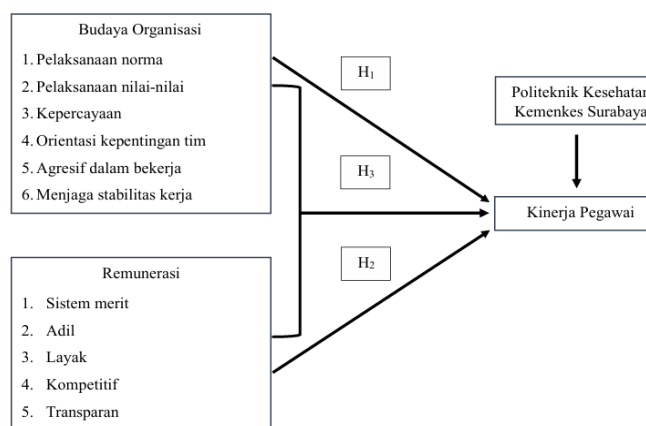


Figure 1. Research Solving

Corporate culture comprises a collection of guidelines that serves as the foundation for members of an organization to behave in a manner that aligns with the organization's goals. In Surabaya's Health Polytechnic under the Ministry of Health, organizational culture is manifested in the form of core values, namely Honesty, Integrity, Compliance, and Enthusiasm (HIKE), which must always guide their actions. The more proficient understanding and execution of corporate culture by employees, the higher their effectiveness tends to be. This is consistent with research by [Salahudin \(2014\)](#) and [Isa et al. \(2016\)](#), which found the institutional culture possesses significant beneficial impact on employee effectiveness. These findings also support the research conducted by [Stephen \(2016\)](#) and [Wardani \(2016\)](#), which concluded that organizational culture significantly contributes positively toward employee productivity. Ho : The variable Corporate culture's does not affect staff effectiveness in the Health Polytechnic of the Ministry of Health in Surabaya. Ha1 : The variable of organizational culture affects employee performance in Surabaya's Health Polytechnic under the Ministry of Health.

The remuneration received by employees of Surabaya's Health Polytechnic affiliated with the Ministry of Health is based on their job position and performance outcomes. The amount of remuneration is determined based on the evaluation of employee performance conducted objectively every month, in line with the workload they carry. It is expected that remuneration can possess a notable positive influence on improving employee effectiveness. Investigation conducted by [Teja \(2017\)](#), Juairiah and [Malwa \(2016\)](#), as well as [Boedianto \(2015\)](#), indicates a notable and favorable correlation between remuneration and productivity. Ho : The remuneration variable does not affect employee performance at Health Polytechnic in Surabaya under the Ministry of Health. Ha2 : The remuneration variable affects employee performance at Health Polytechnic in Surabaya under the Ministry of Health. Additionally, both organizational culture and remuneration variables collectively influence employee performance. Ho : The organizational culture and remuneration variables do not jointly affect employee performance at Health Polytechnic in Surabaya affiliated with the Ministry of Health. Ha3 : The organizational culture and remuneration variables jointly affect employee performance at Health Polytechnic in Surabaya under the Ministry of Health

Methods

The research methodology utilized within this thesis is a numeric descriptive approach. This research emphasizes numerical data, which will then be analyzed using statistical measures to test the hypotheses previously formulated, thereby establishing the

significance of the influence between each variable in the study. Quantitative approach is a research method conducted on a specific population or sample, where data collection employs research instruments, and data examination is conducted quantitatively/statistically using the aim of testing the predetermined hypotheses (Sugiyono, 2015). This research is causal, measuring the strength of the correlation between multiple factors and indicating the orientation of the relationship among independent and dependent factors. The research location is in Surabaya's Health Polytechnic under the Ministry of Health with sample selection technique utilizing simple random sampling. This approach is adopted due to the large population size, consisting of 409 employees, which would pose challenges for the researcher in data collection. Thus, sampling is required to represent the entire population. Hypothesis testing is conducted using analysis involving multiple linear regression with assistance using the SPSS program version 16. The study involves four independent variables, namely organizational culture and remuneration, and one dependent variable, which is employee performance.

Results

Sub 1 Characteristics of Respondents

Table 1. Characteristics of Respondents

Characteristics	Information	%
Gender	Male	65.43
	Female	34.57
Age	23 – 27 Tahun	18.52
	28 – 32 Tahun	29.63
	33 – 37 Tahun	14.81
	38 – 42 Tahun	37.04
	≥ 10 tahun	43.21
Length of employment	1 – 3 th	23.46
	4 – 6 th	17.28
	7 – 10 th	16.05
	≥ 10 tahun	43.21

The characteristics of the respondents are described based on specific criteria including gender, age, and length of employment. Referring to Table 1, it can be observed that the number of male respondents is 53 employees, accounting for 65.43%. Meanwhile, the number of female respondents is 28 employees, accounting for 34.57%. The total number of respondents identified from the combination of males and females is 81 employees (100%). As for respondents aged 23-27 years, there are 15 employees (18.52%). Respondents aged 28-32 years are 24 employees (29.63%). Furthermore, respondents aged 33-37 years are 12 employees (24.81%). For respondents aged 38-42 years, there are 30 employees (37.04%). There are 19 employees (23.46%) who have been working for the company for 1-3 years. 14 employees (17.28%) have been working for the company for 4-6 years. Then, it is noted that 13 employees have been working for 7-10 years (16.05%). The remaining 35 employees (43.21%) have been working for a period of ≥ 10 years.

Sub 2 Aceh Humanity Etnich

Table 2. Aceh Humanity Etnich

Variable	Sig (2-tailed)	signifikant (α)	Probabylity	Cronbach Alpha
Organizational Culture	0.000	0,05	0.000 < 0.05	0.710
	0.000		0.000 < 0.05	
	0.000		0.000 < 0.05	
	0.000		0.000 < 0.05	
	0.000		0.000 < 0.05	
	0.000		0.000 < 0.05	
Remuneration	0.000	0,05	0.000 < 0.05	0.856
	0.000		0.000 < 0.05	
	0.000		0.000 < 0.05	
Employee Performance	0.000	0,05	0.000 < 0.05	0.788
	0.000		0.000 < 0.05	
	0.000		0.000 < 0.05	

Table 2

The findings from the validity evaluation of the study instrument related toward the variables pertaining to corporate ethos, remuneration, and staff performance are as follows: Each variable containing all items is valid and suitable to be used as instruments for the research. Regarding the outcomes of the reliability assessment of the research instrument, it is understood that the Organizational Culture variable (X1) is reliable having a Cronbach's alpha coefficient of 0.710, Remuneration (X2) with a Cronbach's alpha coefficient of 0.856, and Staff Effectiveness (Y) with a Cronbach's aalpha value of 0.788.

Sub 3 Test for Normality

Table 3. Test for Normality

		Unstandardized Residual
N		81
Standard Parameters ^{a,b}	Average	.0000000
	Standard Deviation	1.2449838
Outliers	Complete	.065
	Affirmative	.065
	Adverse	-.053
Assessment Metric		.065
Approximate		.200 ^{c,d}
Significance (two-tailed)		

Table 3

The outcomes of the Kolmogorov-Smirnov evaluation indicate that the significance value (2-tailed) is greater than 0.05, specifically 0.200. Therefore, there is a possibility interpreted the data follows a normal distribution

Sub 4 Test for Heterokedasticity

Table 4. Test for Heterokedasticity

Coefficients ^a			
Unstandardized Coefficients			
	B	Std. Error	Sig.
(Steady)	2.111	.628	.001

Organizational Culture	.020	.033	.553
Remuneration	-.083	.033	.113

Table 4

The outcomes from the heteroskedasticity assessment yielded significance values pertaining to Organizational Culture of $0.553 > 0.05$, indicating that it passes the heteroskedasticity test. Similarly, Remuneration obtained a value of $0.113 > 0.05$, meaning it also passes the heteroskedasticity test.

Sub 5 Test for Hypothesis

The F test (simultaneous) is aimed at determining whether each predictor collectively influences the outcome variable. Additionally, the F test is used to examine the hypotheses in this study:

Table 5. Test for Hypothesis

ANOVA ^a				
Model		Df	F	Sig.
1	Analysis	2	10.064	.000 ^b
	Remainder	78		
	Aggregate	80		

Table 5

The F-statistic (simultaneous) is conducted to ascertain if each autonomous variable collectively affects the dependent variable. In the table, the p-value equals 0.00, while the calculated F measurement equals 10.064, as well as the critical F figure equals found to be $3.446 > 3.117$, yielding a significance level of $0.00 < 0.05$. Therefore, the zero hypothesis (H_0) is refuted, and H_{a3} is accepted, indicating that both the Organizational Culture and Remuneration variables collectively influence Employee Performance at Surabaya's Health Polytechnic under the Ministry of Health

The t-statistic aims to ascertain the partial impact of each autonomous variable regarding the outcome measure. The test is conducted by contrasting the significance value against a threshold of 0.05. Should the significance importance lies in below 0.05, the hypothesis is acknowledged. If the calculated t-score surpasses the critical t-value, then each independent variable has an influence Regarding the outcome variable.

Table 6. Statistic

Coefficients ^a				
Unstandardized Coefficients				
B		Std. Error	t	Sig.
(Steady)	2.891	1.090	2.651	.010
Organization Culture	.167	.057	2.934	.004
Remuneration	.097	.058	2.072	.001

Table 6

The independent variables' impacts on the dependent variable are evident. For the Organizational Culture factor (X_1), the t-value of 2.934 exceeds the critical threshold of 1.990, with a significance level of 0.004. Thus, rejecting H_0 and accepting H_{a1} suggests Organizational Culture influences Employee Performance. Similarly, for the Remuneration variable (X_2), the t-value of 2.072 surpasses the critical value of 1.990, with

a significance level of 0.001. Hence, rejecting H_0 and accepting H_{a1} indicates Remuneration affects Employee Performance.

Sub 6 Discussion on the influence of organizational culture on employee performance

Overall, issues within a company or company are often related to the level of job satisfaction perceived by human resources. Job satisfaction, which is a subjective evaluation of work experience, is expected to form a positive bond that contributes to achieving optimal results. Job satisfaction can be understood as a positive emotional condition or satisfying aspect that arises from individuals' assessments of their work experiences ([Huseno, 2016](#)). In efforts to enhance employee performance, it is crucial for companies to establish a conducive atmosphere for employees to freely exchange ideas, participating in the process of decision-making, and assisting one another. Such an environment might be fostered through the organizational tradition adopted by the company. A strong organizational culture facilitates efficient and effective communication and participation ([Shahzad, 2014](#)). Findings in several journals such as [Pujiono \(2016\)](#), [Shahzad \(2014\)](#), [Maamari & Saheb \(2018\)](#), and [Rohim & Budhiasa \(2019\)](#) affirm that organizational culture significantly influences employee performance. This culture can act as a catalyst in improving performance by creating an environment where employees feel supported and motivated to contribute maximally.

Based on the research findings of Tong William Jesen Wiratama & Thomas Santoso (2022), it was found The study confirms that organizational culture (X) significantly impacts employee performance (Y), with a path coefficient of 0.803, a p-value of 0.00, or a t-statistic of 5.272. This rejects H_{0-1} and accepts H_{a-1} . These results align with Maamari & Saheb (2018) and Shahzad (2014), emphasizing the importance of organizational culture on employee performance.

Sub 7 The discussion on the influence of remuneration on employee performance

Drawing from the conducted research, by [Palagia \(2013\)](#), it is concluded that remuneration affects employee effectiveness. Consequently, additional research focusing on efforts to provide remuneration to enhance employee motivation in similar institutions is recommended. Meanwhile, the study by [Bambang \(2010\)](#) indicates that remuneration contributes to the quality of public services. However, further research involving different agencies or offices, as well as exploring other variables such as work drive, is required. Both studies highlight the significance of remuneration in the context of staff performance and the quality of public services. However, there is a need for further research to delve deeper into how remuneration can be effectively applied to enhance work motivation, as well as how other factors such as work motivation can interact with remuneration to achieve optimal results. The theory articulated by [Robbins \(2008\)](#) emphasizes that good remuneration is crucial for the effectiveness of group or organizational performance in achieving their goals. One of the main obstacles that can hinder successful group performance is the lack of consistency in providing remuneration grades to employees. This lack of consistency can affect employee motivation and performance overall.

In this context, it is important to understand that fair and consistent remuneration can be a crucial factor in motivating employees to achieve optimal performance. When employees feel they are treated fairly and appreciated through a transparent and consistent remuneration system, they tend to be motivated to add maximally to the achievement of institutional goals. Therefore, management needs to consider these aspects in designing a remuneration system that can support the effectiveness of group or organizational performance as a whole.

At the Center for Education and Training of the Ministry of Education and Culture (Kemendikbud), remuneration, especially in the form of performance allowances, has been proven to have a significant and positive effect on staff productivity. This performance allowance is given to employees as a form of recognition for their contributions to the institution or company. The purpose of providing this remuneration is to provide motivation and a sense of fairness to every employee, so that they can compete healthily to achieve optimal performance, excel, and enhance the institution's image in the eyes of the public. In other words, the remuneration system, especially performance allowances, plays a crucial role in motivating employees to deliver high and optimal performance to attain the targets and objectives established by the institution or organization.

Sub 8 The discussion on the influence of organizational culture and remuneration on employee performance

The statistical analysis employing the coefficient of determination indicates a favorable impact. A proportion of 20.50% demonstrates a constructive correlation between Institutional Culture (X1) and Compensation (X2) regarding Staff Performance (Y). Conversely, 79.50% is affected by unexplored factors, like leadership style, employee satisfaction, work-life balance, work environment, loyalty, and others. Research conducted by [Farid and Aan Oka \(2016\)](#) demonstrated that remuneration significantly impacts employee performance. This finding is consistent with [Palagia's \(2013\)](#) study, which also found that remuneration affects employee performance.

Remuneration serves as an incentive given to employees as recognition for their contributions and performance. By providing remuneration aligned with employee performance, it is expected to enhance employee motivation to work more diligently. Consequently, this is expected to contribute to the overall progress of the institution or organization. When employees feel appreciated and fairly treated through a transparent and performance-based remuneration system, they are more likely to feel satisfied and motivated to deliver better work results. Therefore, it is essential for management to pay attention to remuneration management strategies to ensure that the remuneration provided matches employee performance, thus enhancing employee satisfaction and motivation in achieving organizational goals.

Research conducted by [Ahmad Shalahuddin \(2014\)](#) found that organizational culture significantly influences employee effectiveness. This discovery aligns with the investigation conducted by [Endang, Taufeni, and Vince \(2016\)](#), which stated that organizational culture also influences the efficacy of local government officials.

Conclusion

Simultaneously and partially, it is evident that both Influence of organizational culture and compensation positively impacts employee effectiveness at the Health Polytechnic, Surabaya under the Ministry of Health. This research aims to offer insights for the Director of the Health Polytechnic in Surabaya under the Ministry of Health to always pay attention to the comfortable working conditions at the office when employees are working. By creating a comfortable atmosphere, it is hoped that employees can enjoy their work and produce optimal performance. There are many factors that affect performance, as revealed in various studies. For example, in a study conducted by Alfisah (2013) investigating the influence of motivation, discipline, and leadership regarding staff productivity, the findings revealed that motivation, work ethic, and leadership positively affect performance. Similar findings are also found in other studies examining factors

contributing to improved performance, such as motivation, work discipline, and leadership. Research conducted by Firdaus (2016) concluded that leadership, wages, working conditions, and facilities are dominant factors influencing employee performance.

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