THE INFLUENCE OF WORK CULTURE AND COMPENSATION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE IN SERVICE EMPLOYEES BINJAI CITY PUBLIC WORKS AND SPATIAL PLANNING

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Abstract
This study aims to analyze the influence of work culture and compensation on employee performance with organizational commitment as an intervening variable. The research location is in the Office of Public Works and Spatial Planning in Binjai City. The population of this study is 79 employees and the sample used is the entire population of 79 employees (saturated sample). The data collection used was a questionnaire. The research model used was path analysis and the measurement tool used Smart PLS version 3.3.3. The results of this study are that work culture has a positive and significant effect on employee performance. Work Culture has a positive and significant effect on Organizational Commitment. Organizational Commitment has a positive and significant effect on Employee Performance. Compensation has no significant positive effect on Employee Performance. Compensation has no significant positive effect on Organizational Commitment. Organizational Culture influences Employee Performance through Organizational Commitment in a positive and insignificant way. Compensation has an effect on Employee Performance through Compensation in a positive and not significant way.

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

INTRODUCTION

In this case the human resources are employees. Employees are the most valuable human resource assets in an organization who are required to work optimally in order to achieve the vision and mission of an organization. It is realized that human resources have a very important role in realizing advanced and independent human beings so that they are able to be competitive in the era of globalization. To realize quality employee performance, human resource management must be managed properly. A strong and healthy organizational culture is an issue that has been described by many companies at the global level. (Kreitner and Kinicki, 2014) stated that a strong culture will have a great influence on the behavior of its members because the high level of togetherness and intensity creates an internal climate of high behavioral control. Compensation is a reward given by the company to employees for their services in carrying out the duties, obligations and responsibilities assigned to them in order to achieve company goals. Compensation is important for employees because the amount of compensation reflects the size of the work value of employees, namely colleagues, family and society. An adequate compensation system, especially in relation to employee motivation, should be owned by a company or business unit with higher environmental uncertainty. Compensation is a reward given by the company to employees for their services in carrying out the duties, obligations and responsibilities assigned to them in order to achieve company goals. Compensation is important for

employees because the amount of compensation reflects the size of the work value of employees, namely colleagues, family and society. An adequate compensation system, especially in relation to employee motivation, should be owned by a company or business unit with higher environmental uncertainty. Compensation is a reward given by the company to employees for their services in carrying out the duties, obligations and responsibilities assigned to them in order to achieve company goals. Compensation is important for employees because the amount of compensation reflects the size of the work value of employees, namely colleagues, family and society. An adequate compensation system, especially in relation to employee motivation, should be owned by a company or business unit with higher environmental uncertainty. family, and society. An adequate compensation system, especially in relation to employee motivation, should be owned by a company or business unit with higher environmental uncertainty. family, and society. An adequate compensation system, especially in relation to employee motivation, should be owned by a company or business unit with higher environmental uncertainty.

Organizational commitment becomes an important thing in this day and age. When it is very difficult for a company to find employees who have very good qualifications to do their jobs, organizational commitment is one way to determine employees who have good qualifications, loyalty and performance. In other words, organizational commitment is used as an important thing in determining employees at the level of performance in a company. Each company was established to achieve the goals to be achieved in accordance with its vision and mission. To achieve this goal, there needs to be a good management function. The success of a company cannot be separated from the best ability given by its employees. However, Not all employees in a company have a high commitment to their company. Employee performance is work performance, namely the comparison between work results that can be seen in real terms with work standards that have been set by the organization. Quality performance will be realized if an organization can choose prospective employees who have the motivation that is appropriate to their work and have qualities that enable them to work optimally.

LITERATURE REVIEW
Work Culture
Work culture is a quality way of daily work and always underlies meaningful values, so that it becomes motivational, gives inspiration, to always work better, and satisfies the people served (Ruliyansa, 2018). According to Wibowo (2013) , Work culture is a reference within an organization, where there is a group of people who interact. More specifically, work culture is a system of meanings related to work, work and work interactions that are mutually agreed upon and used in everyday life. The work culture contained in an organization is a place to hone organizational members to work in that organization.

Work Culture Indicator
According to Wibowo (2013) The color of work culture is productivity, which is in the form of work behavior, which is reflected in, among others: hard work, tenacity,

discipline, productive, responsibility, motivation, benefits, creative, dynamic, consistent, consistent, responsive, independent, more and more well, and others. Indicators of work culture that must be owned by every organization, namely:

1. Professionalism is being competent in their field and always developing themselves. So as to produce the best performance and provide added value to the company.
2. Collaboration is building sincere and open relationships with all employees and all parties based on mutual trust and respect to achieve common goals.
3. Service Excellence is providing services that exceed customer expectations (internal and external).
4. Innovation is always developing new ideas and continuous improvements that add value to the company.
5. Exemplary is starting from yourself to be a role model in behavior that reflects the cultural values of an organization or company.

Compensation

According to Edison, et al., (2017) compensation consists of normative and policy compensation. This distribution of compensation is based on behavior that refers to the applicable laws and regulations. Furthermore, according to Akbar, et al., (2021) compensation includes extrinsic rewards and intrinsic rewards. Based on the form of compensation above, it can be concluded that the compensation provided by the organization to employees is not always in the form of cash but can also be in the form of goods, recognition, and others. It is expected that whatever form of compensation can motivate increased performance and productivity of employees.

Compensation Indicator

Compensation has measurement in its award. Indicators in the provision of compensation by organizations for employees are of course different. According to Edison, et al., (2017) compensation indicators are divided into two, namely:

1. Compensation is normative. Compensation is normative, which is the minimum compensation that must be received, which consists of:
   a. Salary or wages and
   b. Fixed allowances such as health benefits and religious or religious holidays.
2. Policy compensation Policy compensation is compensation based on policies and special considerations, such as a. Professional allowances, b. Meal allowances, c. Transport allowances, d. Bonuses, e. Vacation pay, f. Production services, and g. holiday.

Organizational Commitment

Then according to Kreitner & Kinicki (2014) organizational commitment reflects the degree to which a person knows the company and is bound to its goals. Kasmir (2017) in Sinaga and Saragih (2019) explains organizational commitment is a high willingness to work for the organization, a desire to become a member and a belief in and acceptance of organizational values and goals.

Organizational Commitment Indicator

According to Kreitner and Kinicki (2014:) there are three indicators of organizational commitment, namely:

1. Affective Commitment Affective commitment is emotional attachment to employees, employee identification, and employee involvement in the company. Employees with strong affective commitment will continue to work for the company because they want to.

2. Continuing Commitment Continuing commitment is the awareness of the losses due to leaving the company. This is the economic value and other risks that employees feel from staying in a company when compared to leaving the company. Employees who have a continuance commitment will stay at work because they have to work.

3. Normative Commitment Normative commitment reflects a sense of responsibility to continue working. Employees have an obligation to stay in the organization for moral or ethical reasons. Employees remain members of the organization because there is awareness that being committed to the organization is the right thing to do.

Employee Performance

Performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. According to Sutrisno (2016) "Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization." According to Mangkunegara (2017) "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him."

Employee Performance Indicators

Performance is generally associated with achieving the results of the work standards set. The employee performance indicators according to Sutrisno, (2016) include:

1. Work Results. The level of quantity and quality that has been produced and the extent to which supervision is carried out.

2. Job Knowledge. The level of knowledge related to work assignments will affect the quality and quantity of work results.

3. Initiative. The level of initiative during carrying out work duties, especially in terms of handling problems that arise.

4. Mental Dexterity. The level of ability and speed in receiving work instructions and adjusting to the way of work and existing work

5. Attitude. The level of work enthusiasm and positive attitude in carrying out work tasks

6. Discipline. Time and Absence Level of punctuality and level of attendance or absence.

METHOD

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2013). This

research was conducted at the Public Works and Spatial Planning Office of the City of Binjai. Jl. MT Haryono No. 8 Kel. Kec. Pepper Gardens North Binjai - Binjai

According to Sugiyono, 2013 population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then the conclusion is drawn that the population used is 79 employees. The sampling technique used is a saturated sample technique, which involves all respondents to become a sample, meaning that the sample to be used is 79 employees.

Data analysis technique

Data analysis in this study used Partial Least Square (PLS) based Structural Equation Modeling (SEM) using SmartPLS 3.3.3 software. PLS is a method of solving Structural Equation Modeling (SEM) which has advantages over other SEM techniques. SEM has a higher degree of flexibility in research that links theory and data, and is capable of carrying out path analysis with latent variables, so it is often used by researchers who focus on social sciences. PLS is a component- or variant-based structural equation model (SEM).

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.
1. Validity Test
    The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable.

2. Reliability Test
    In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:
1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of the regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

at this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for a t table value of 1.96 with a significance level of 5%

4. Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.

5. Model Fit

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the score of the construct. An indicator that has an individual correlation value greater than 0.7 is considered valid but at the research development stage. Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The structural model in this study is shown in Figure 1 below:
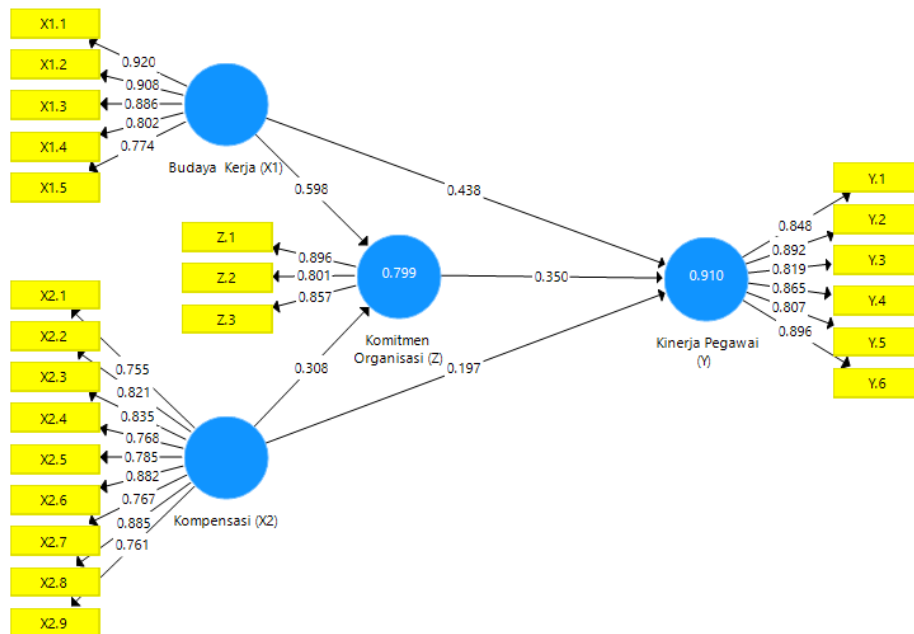
Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings. In this study there are equations and the equation consists of two substructures for substructure 1

Z = b1X1 + b2X2 + e1

Z = 0.598 + 0.308 + e1

For substructure 2

Y = b3X1 + b4X2 + b5Z + e2

Y = 0.438 + 0.197 + 0.350 + e2

Table 1. Outer Loadings

	Work Culture (X1)	Employee Performance (Y)	Organizational Commitment (Z)	Compensation (X2)
X1.1	0.920			
X1.2	0.908			
X1.3	0.886			
X1.4	0.802			
X1.5	0.774			
X2.1				0.755
X2.2				0.821
X2.3				0.835
X2.4				0.768
X2.5				0.785

X2.6				**0.882**
X2.7				**0.767**
X2.8				**0.885**
X2.9				**0.761**
Y. 1		**0.848**		
Y.2		**0.892**		
Y.3		**0.819**		
Y.4		**0.865**		
Y.5		**0.807**		
Y.6		**0.896**		
Z. 1			**0.896**	
Z. 2			**0.801**	
Z. 3			**0.857**	

Source: Smart PLS 3.3.3

Based on this study, there are outer loadings for each variable and the indicator has a value greater than 0.7 so that it can be explained that all indicators are declared valid so that further research can be carried out to determine reliability as a condition for further research.

2. Discriminatory Validity

The next test is to test discriminant validity. This test aims to determine whether a reflective indicator is a good measurement for the construct based on the principle that the indicator has a high correlation with the construct. The table shows the results of cross loading from discriminant validity testing as follows:

Table 2. Discriminant Validity

	Work Culture (X1)	Employee Performance (Y)	Organizational Commitment (Z)	Compensation (X2)
X1.1	**0.920**	0.882	0.818	0.890
X1.2	0.908	0.869	0.762	0.874
X1.3	0.886	0.769	0.720	0.785
X1.4	0.802	0.668	0.744	0.709
X1.5	0.774	0.813	0.768	0.784
X2.1	0.663	0.638	0.606	0.755
X2.2	0.749	0.765	0.657	0.821
X2.3	0.820	0.791	0.759	0.835
X2.4	0.706	0.724	0.830	0.768
X2.5	0.766	0.700	0.645	0.785
X2.6	0.914	0.862	0.799	0.882
X2.7	0.659	0.628	0.577	0.767

X2.8	0.857	0.855	0.805	**0.885**
X2.9	0.684	0.647	0.595	0.761
Y. 1	0.811	0.848	0.776	0.778
Y.2	0.849	0.892	0.809	0.844
Y.3	0.732	0.819	0.670	0.766
Y.4	0.824	0.865	0.788	0.787
Y.5	0.701	0.807	0.864	0.708
Y.6	0.874	**0.896**	0.768	0.817
Z. 1	0.755	0.797	**0.896**	0.796
Z. 2	0.791	0.753	0.801	0.705
Z. 3	0.724	0.780	0.857	0.726

Source: Smart PLS 3.3.3

Based on this research, it can be seen from the table above that the cross loading factor of the variable is greater than the cross loading factor of the late variable. For work culture, it can be seen that the value of the cross loading factor is greater than the late variable. For cross loading of Employee Performance variables, the value is greater than the cross loading factors of other latent variables. For the cross loading variable Organizational Commitment there is a cross loading value that is greater than the cross loading of other latent variables. For cross loading of compensating variables, there is a cross loading value that is greater than the cross loading of other latent variables. This means that each variable is considered valid in a state of discriminatory validity.

3. Composite reliability

The next test determines the reliable value with the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if the composite reliability value is above 0.60. In addition to looking at the composite reliability value, the reliable value can be seen in the value of the construct variable with cronbachs alpha from the indicator block that measures the construct. A construct is declared reliable if the Cronbachs alpha value is above 0.7. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in the next table 3:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	**Composite Reliability**	**Average Variance Extracted (AVE)**
Work Culture (X1)	0.911	0.934	0.740
Employee Performance (Y)	0.926	0.942	0.732
Organizational Commitment (Z)	0.810	0.888	0.726

Compensation (X2)	0.933	0.944	0.653

Source: Smart PLS 3.3.3

It can be seen in table 3 above that the Cronbach alpha value has a value for each variable that is greater than 0.7, meaning that each variable is considered reliable because its value is greater than 0.7. For the composite reliability column, there is a value greater than 0.6 for each variable so that in this study there is a reliability value for each variable. For the AVE column, there is a value for each variable greater than 0.7, which means a valid value for each variable.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table.4. R Square results

	R Square	Adjusted R Square
Employee Performance (Y)	0.910	0.907
Organizational Commitment (Z)	0.799	0.794

Source: Smart PLS 3.3.3

Based on the R square value of the Employee Performance variable of 0.910 and a percentage of 91.0%, which means that the influence of Work Culture, Compensation and Organizational Commitment on Employee Performance is 91.0% and the remaining 09.0% is in other variables. for R square the variable Organizational Commitment the value is 0.799 and if it is percentaged at 79.9%, it means that the influence of the Work Culture variable, Compensation on Employee Performance is 79.9% and the remaining 20.1%.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value $\geq$ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Models
SRMR	0.091	0.091
d_ULS	2,297	2,297
d_G	3,771	3,771
Chi-Square	221,911	221,911
NFIs	0.811	0.811

Source: Smart PLS 3.3.3

The results of the goodness of fit test for the PLS model in the table above show that the NFI value is 0.811, meaning that this study is considered FIT because the NFI value is greater than 0.706. Thus, from these results it can be concluded that the model in this study has a high and feasible goodness of fit. used to test the research hypothesis.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 6 Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Culture (X1) -> Employee Performance (Y)	0.438	2,261	**0.024**	**Accepted**
Work Culture (X1) -> Organizational Commitment (Z)	0.598	2,914	**0.004**	**Accepted**
Organizational Commitment (Z) -> Employee Performance (Y)	0.350	3,196	**0.001**	**Accepted**
Compensation (X2) -> Employee Performance (Y)	0.197	0.719	**0.472**	
Compensation (X2) -> Organizational Commitment (Z)	0.308	1,495	**0.135**	

Source: Smart PLS 3.3.3

There are results of hypothesis research which will be explained as follows:

1. Work culture has a positive and significant effect on employee performance with an original sample value of 0.438 and P values of 0.024 <0.05 meaning that if organizational culture increases, employee performance will increase; if it decreases, employee performance will also decrease.

2. Work Culture has a positive and significant effect on Organizational Commitment with an original sample value of 0.598 and P values of 0.004 <0.05 meaning that with an organizational culture, employees will increase their commitment to the organization and if the organizational culture is bad then commitment to the organization is reduced.

3. Organizational Commitment has a positive and significant effect on Employee Performance with an original sample value of 0.350 and P values 0.001 <0.05 meaning that if employees are committed to the organization then employee performance will be better and if commitment is absent then employee performance will be greatly reduced in the organization .

4. Compensation has no significant positive effect on employee performance with an original sample value of 0.197 and P values 0.472 > 0.05 meaning that not all employees when given compensation will change their jobs for the better but with compensation sometimes it also changes employees to be diligent.

5. Compensation has no significant positive effect on Organizational Commitment with an original sample value of 0.308 and a P value of 0.135>, which means that sometimes compensation for employees does not improve employee performance, even more laziness, even if only a handful of employees.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Culture (X1) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.209	1,907	**0.057**	**Rejected**
Compensation (X2) -> Organizational Commitment (Z) -> Employee Performance (Y)	0.108	1,719	**0.086**	**Rejected**

Source: Smart PLS 3.3.3

It can be seen in the table above that indirect research can be explained as follows:

1. Organizational Culture influences Employee Performance through Organizational Commitment positively and not significantly with an original sample value of 0.209 and P values of 0.057 > 0.05.

2. Compensation has an effect on Employee Performance through Compensation in a positive and not significant way with an original sample value of 0.108 and P values of 0.086 > 0.05.

This means that the Organizational Commitment variable is not an intervening variable because it cannot indirectly influence the Work Culture and Compensation variables on Employee Performance and Organizational Commitment only as dependent and independent variables.

CLOSING

Conclusion

Based on the results of the research that has been done and the data analysis as explained in the previous chapter, the following conclusions are conveyed from the research results as follows:

1. Work Culture has a positive and significant effect on Employee Performance.
2. Work Culture has a positive and significant effect on Organizational Commitment.
3. Organizational Commitment has a positive and significant effect on Employee Performance.
4. Compensation has no significant positive effect on employee performance.
5. Compensation has no significant positive effect on Organizational Commitment.
6. Organizational Culture has a positive and insignificant effect on Employee Performance through Organizational Commitment.
7. Compensation has an effect on Employee Performance through Compensation in a positive and not significant way.

Suggestion

In this study, after finding the results and effects of the problems from this study, the researchers suggest that in the future what organizations should do to make it better is to do the following:

1. The organization must sort out which work culture is bad and which is good and create a new work culture for the betterment of the organization.
2. Organizations must always prepare appropriate compensation for employees to support better employee performance.
3. Organizations must instill new employees to be committed to the organization in exchange for proper salaries and benefits for employees.
4. Organizations must demand good employee performance and follow organizational standards after providing salary and compensation according to work.

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