

The Influence Of Organizational Culture And Compensation On Employee Performance

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ABSTRACT

This study aims to analyze organizational culture, compensation, and employee performance, as well as to examine the effect of organizational culture and compensation on employee performance. The research adopts a quantitative descriptive approach. The population of this study comprises employees of the Supporting in palm oil industry. Using the Slovin formula, a minimum sample size of 162 respondents was determined. Data were collected through structured questionnaires and secondary data sources. The data were subsequently analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results show that organizational culture has a positive and significant influence on employee performance, while compensation does not have a positive and significant influence on employee performance. These findings indicate that strengthening organizational culture can be an important factor in improving employee performance, whereas compensation has not demonstrated a significant influence on performance improvement. The study concluded that organizational culture significantly affected employee performance, while compensation did not. The novelty of this study lies in providing updated empirical evidence from the palm oil industry.

Keywords: Organizational Culture, Compensation, Employee Performance

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INTRODUCTION

Dynamic organizational competition requires companies to continuously improve employee performance in order to survive and excel amid changes in the business environment. One of the main indicators of the success of human resources in an organization is the level of performance produced by employees. Employee performance is an important benchmark because it directly reflects the extent to which individuals and groups are able to carry out their roles, responsibilities, and contributions toward achieving organizational goals. According to Adamy (2016), employee performance is work carried out by an individual or group of people in accordance with the duties and authority assigned to them. Performance at work therefore refers to the achievement of results related to the organization's vision and mission (Sary et al., 2024).

PT XYZ is an oil palm company in the East Kalimantan region, and one of its departments supporting the administration of operational activities is the Supporting Department. The department has 354 permanent employees, consisting of 84 staff and 270 non-staff employees. In the past two years, no employee has reached the "Outstanding" performance category, indicating that the company has not yet been able to encourage employees to achieve optimal performance above target. Moreover, 37 employees (14%) in 2025 were still in the "Poor" category, an increase of 1.7% from 2023. This condition may reduce productivity and hinder the

achievement of organizational goals, since increases or decreases in productivity are directly related to organizational success (Rasheed, 2025).

Employee performance results from various interrelated factors, originating from both individuals and the organization. One important organizational factor is organizational culture, which shapes employees' values, norms, and work behavior. A well-implemented organizational culture supports the achievement of organizational goals through the established vision and mission. An interview with the HC Section Head of PT XYZ in January 2026 revealed that the implementation of organizational culture through the company's core values has generally gone well, although several values have declined over the past three years. This is reflected in participation in core-values training, which fell from 91.9% in 2024 to 86.7% in 2025. In addition, the training, held every February, does not accommodate new employees who join afterward. This indicates that the internalization of company values still needs to be strengthened so that understanding and application are more evenly distributed. Strengthening organizational culture is important because company values serve as guidelines for employees' behavior and work activities, which ultimately support performance. Consistent with Catherin et al. (2025), organizational culture has a positive and significant effect on employee performance.

Employee performance is also influenced by organizational factors that support performance achievement, one of which is compensation management. Fair and competitive compensation can be an important factor in motivating employees to improve their performance. Consistent with Catherin et al. (2025), fair and competitive compensation has a positive and significant effect on employee performance. The compensation phenomenon at PT XYZ is shown by the unequal leave facilities between employee groups. Non-staff employees receive leave entitlements without travel support, so geographical conditions and high travel costs become obstacles to using leave, especially for the 36% of non-staff employees who live outside East Kalimantan Province. This condition indicates an imbalance in compensation policy that may affect perceptions of fairness and employee performance. Likewise, Catherin et al. (2025) found that adequate compensation, including salary, incentives, allowances, and leave facilities, has a positive and significant effect on employee performance.

Research on organizational culture, compensation, and employee performance has been widely conducted across various industrial sectors. However, studies that examine both factors simultaneously in the oil palm plantation industry, particularly in remote site work environments far from urban centers, remain relatively limited. Such conditions have distinct characteristics, including limited access, distance from employees' places of residence, and work patterns that differ from urban settings, which makes them an important context for understanding organizational culture and compensation management in relation to employee performance. Therefore, this study aims to provide empirical insight into organizational culture and compensation and their relationship with employee performance in the oil palm plantation industry.

Based on the above description, this study aims to analyze the condition of organizational culture, compensation, and employee performance at PT XYZ, and to analyze the effect of organizational culture and compensation on employee performance at PT XYZ. The novelty of this study lies in providing updated empirical evidence from the palm oil industry.

LITERATURE REVIEW

Organizational Behavior

Organizational behavior is an important branch of modern management studies that systematically examines patterns of individual behavior and the dynamics of interactions within organizations. (Wen, 2026). According to Afif and Suhada (2024), organizational behavior is a discipline that studies behavior at the individual and group levels within an organization and its impact on performance, whether individual, group, or organizational. Organizational behavior also concerns how management and leadership can shape a culture that supports employee productivity and well-being (Suganda et al., 2025).

Organizational Culture

Organizational culture is a system of shared values, beliefs, and meanings held by organizational members that distinguishes one organization from another and serves as a guide for employees' work behavior (Robbins & Judge, 2024). It is also described as a set of values, beliefs, and behavioral patterns that form the core identity of an organization and help shape employee behavior (Choirianto & Shohib, 2024). Organizational culture can be defined as a system of shared values, beliefs, norms, and behavioral patterns that develops within an organization and guides members in responding to internal and external challenges. Organizational culture has seven dimensions: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability (Satria & Indiyati, 2025). These seven dimensions describe the cultural characteristics that develop within an organization and serve as the basis for measuring organizational culture in

this study. Catherin et al. (2025) explained that organizational culture has a positive and significant effect on employee performance, as it creates a conducive work environment through the implementation of organizational values, thereby encouraging employees to work more optimally in achieving organizational targets. Mohsen et al. (2020) provide empirical evidence that organizational culture positively and significantly influences employee performance.

H1 = Organizational Culture has a positive effect on Employee Performance.

Compensation

Compensation is defined as all forms of remuneration received by employees in return for their work, contributions, and service to the organization (Sitopu et al., 2021). Supriyanto et al. (2023) stated that compensation has a significant effect on employee performance, such that an increase in compensation is followed by an increase in performance. Compensation has a positive and significant effect on employee performance. Well-designed compensation, including competitive salaries, performance-based incentives, and benefits, motivates employees to work more effectively and achieve their targets, thereby improving performance (Catherin et al., 2025). Compensation consists of two dimensions: direct and indirect compensation. Direct compensation includes salary, incentives, and bonuses, whereas indirect compensation includes allowances, insurance, leave, and work facilities (Elmi, 2018). These two dimensions are used to measure the forms of compensation provided by the company in return for employees' contributions and work.

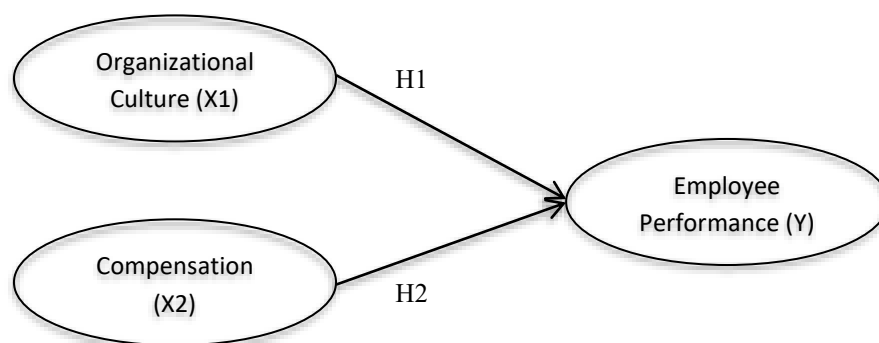
H2 = Compensation has a positive effect on Employee Performance.

Employee Performance

Employee performance is defined as the value of a set of work behaviors displayed by employees in carrying out their duties and responsibilities, which tangibly contribute to the achievement of organizational goals (Virgiawan et al., 2021). Employee performance is essential for understanding the extent to which employees are competent in fulfilling their assigned obligations (Putri & Priansa, 2023). It can be measured through five dimensions: work volume, quality standards, speed of completion (timeliness), attendance at work, and team collaboration (Indiyati et al., 2021).

Conceptual Framework

The conceptual framework explains the pattern of relationships among the variables examined in this study, namely the relationships between the independent variables (X) and the dependent variable (Y). The independent variables are organizational culture (X1) and compensation (X2), while the dependent variable is employee performance (Y). The object of the study is PT XYZ.



METHOD

This study employs a quantitative approach with a causal explanatory design. A survey method was used as the data collection technique through questionnaire. The population in this study consisted of 270 permanent employees of PT. XYZ, from which a sample of 162 respondents was determined using Slovin's formula. The sample was selected using simple random sampling, which ensures that every element of the population is

represented and has an equal chance of being selected. Reliability testing using Cronbach's Alpha showed all variables were reliable ($\alpha > 0.7$). Data analysis used Partial Least Square-Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. Model evaluation included outer model (convergent validity, discriminant validity, reliability) and inner model (R^2 , path coefficients, hypothesis testing). Mediation testing used bootstrapping with 5,000 subsamples

RESULT

Characteristics of Respondents

Table 1. Respondent Characteristics

Variabel	Characteristics	Percentage (%)
Gender	Male	81%
	Female	19%
Age	18-28 years	31%
	29-36 years	37%
	37-44 years	20%
	45-55 years	12%
Work Tenure	<1 years	4%
	1-3 years	30%
	3-5 years	13%
	5-10 years	20%
	>10 years	33%
Education	Senior High School	80%
	Diploma	7%
	Bachelor Degree	13%
	Master Degree	0%

Source : Author's Data Processing (2026)

Based on the respondents' characteristics, the majority were male, with 130 respondents (81%). Respondents aged 29–36 years constituted the largest age group, with 60 respondents (37%), followed by those aged 18–28 years (31%). In terms of work tenure, respondents with more than 10 years of service represented the largest group, with 54 respondents (33%), followed by those with 1–3 years of service (30%). Regarding educational background, senior high school graduates constituted the largest group, with 128 respondents (80%), followed by bachelor's degree holders (13%) and diploma holders (7%).

Table 2. Descriptive Statistic of Variables

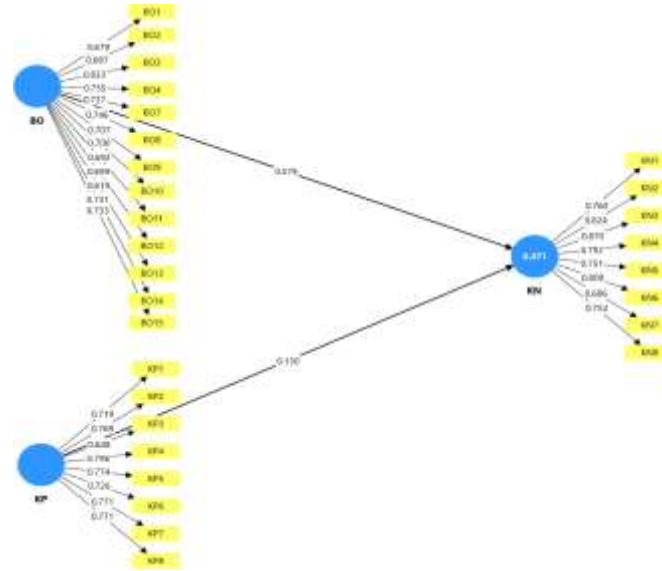
Variabel	Percentage (%)	Category
Organizational Culture (OC)	80,95 %	Good
Compensation (CN)	81,82%	Good
Employee Performance (EP)	83,13%	Good

Source : Author's Data Processing (2026)

Outer Model

The outer model assessment was conducted in three stages: convergent validity, discriminant validity, and internal consistency reliability. Convergent validity was assessed at the level of each construct indicator and evaluated using two main measures, namely outer loadings and the Average Variance Extracted (AVE). Based on the initial testing stage, the results showed that the AVE value of the organizational culture variable was below the required criterion (< 0.50), so construct validity for this variable had not yet been established. In the next stage, a second outer loading test was conducted after eliminating one indicator of organizational culture, BO5 (0.416), which had the lowest outer loading. After this elimination, the AVE value remained below 0.50, so another indicator, BO6 (0.556), which had the second-lowest outer loading after BO5, was also removed. After eliminating both

indicators, the AVE of organizational culture reached 0.516, indicating that the remaining indicators meet the requirement for convergent validity.



(Outer Loading)

Discriminant validity is assessed through cross-loadings, which aim to determine whether constructs that are meant to measure different concepts are highly correlated with one another. Discriminant validity can be evaluated using several criteria, namely cross-loadings and the Fornell-Larcker criterion. The cross loading results are presented in Table 3.

Table 3. Cross Loading

Questionnaire	Organizational Culture	Compensation	Employee Performance
OC1	0.679	0.495	0.43
OC2	0.687	0.438	0.446
OC3	0.833	0.597	0.604
OC4	0.755	0.533	0.635
OC7	0.737	0.382	0.572
OC8	0.746	0.418	0.696
OC9	0.707	0.321	0.582
OC10	0.700	0.474	0.603
OC11	0.692	0.401	0.601
OC12	0.699	0.685	0.468
OC13	0.619	0.490	0.424
OC14	0.731	0.413	0.660
OC15	0.733	0.488	0.711
EP1	0.520	0.760	0.372
EP2	0.576	0.824	0.505
EP3	0.565	0.870	0.482
EP4	0.586	0.792	0.517
EP5	0.413	0.751	0.273
EP6	0.539	0.808	0.454

EP7	0.489	0.686	0.540
EP8	0.539	0.753	0.475
CN1	0.565	0.413	0.719
CN2	0.649	0.471	0.769
CN3	0.456	0.401	0.648
CN4	0.599	0.496	0.796
CN5	0.67	0.475	0.774
CN6	0.547	0.416	0.726
CN7	0.634	0.445	0.771
CN8	0.581	0.372	0.771

Source : Author's Data Processing (2026)

In addition to the cross-loading test, discriminant validity can also be assessed using the Fornell-Larcker criterion, which compares the square root of the AVE of each construct with its correlations with the other constructs. The square root of the AVE must be greater than these inter-construct correlations. The results are presented in Table 4.

Table 4. Fornell Larcker Creation Test

	OC	EP	CN
Organizational Culture (OC)			
Compensation (CN)	0.682	0.782	
Employee Performance (EP)	0.759	0.587	0.748

Source : Author's Data Processing (2026)

Based on Table 3, discriminant validity test using the Fornell-Larcker criterion shows that the square root of the AVE for each construct (diagonal values) is higher than its correlations with the other constructs. This indicates that the model has good discriminant validity. However, the results also suggest that the constructs are closely related, so further assessment using the Heterotrait-Monotrait Ratio (HTMT) is needed.

Table 5. Heterotrait – Monotrait (HTMT) Test

	OC	EP	CN
Organizational Culture (OC)			
Compensation (CN)	0.712		
Employee Performance (EP)	0.877	0.642	

Source : Author's Data Processing (2026)

Based on Table 4, the HTMT results meet the criterion for discriminant validity ($HTMT < 0.90$). This indicates that organizational culture, compensation, and employee performance are empirically distinct constructs, each capturing a different concept in this study. Internal consistency reliability is used to assess the reliability of the indicators, whether a construct can be considered dependable. It is evaluated using Cronbach's alpha and composite reliability, and the results are presented in Table 6.

Table 6. Reliability Test

	Cronbach's alpha	Composite reliability	Critical Value	Conclusion
Organizational Culture	0.922	0.932	>0,70	Reliable
Compensation	0.887	0.910		
Employee Performance	0.909	0.926		

Source : Author's Data Processing (2026)

Based on Table 5, all constructs have Cronbach's alpha and composite reliability values greater than the critical threshold of 0.70. According to Hair et al. (2022), Cronbach's alpha and composite reliability values above 0.70 indicate adequate internal consistency reliability.

Inner Model

The coefficient of determination is an indicator used to measure how well the structural model explains the variance in endogenous constructs. It is calculated as the squared correlation between the actual and predicted values of the construct (Hair et al., 2022, p. 195). Q^2 predictive relevance is used to assess how well the model reconstructs the observed values and parameter estimates. If $Q^2 > 0$, the model has predictive relevance.

Table 7. *R-Square dan Q-Square*

Variable	R-square	R-square adjusted	Q^2
Employee Performance (Y)	0.471	0.464	0.436

Source : Author's Data Processing (2026)

Based on Table 6, the R-square result of 0.471 indicates that the R-square calculation in this study is acceptable and that the model has moderate predictive power. The Q-square result of 0.436 indicates that the model has strong predictive relevance in explaining the employee performance variable.

Hypothesis testing was conducted using SmartPLS 4, based on the output of the coefficient of determination (R^2) and predictive relevance (Q^2). The testing aimed to determine whether each hypothesis is accepted or rejected by examining the path coefficient results.

Table 8. *Path Coefficient Test*

Path	Original sample	T statistics	P values	Category	Description
Organizational Culture -> Employee Performance	0.579	5.798	0	Strong	Accepted
Compensation -> Employee Performance	0.130	1.148	0.251	Weak	Rejected

Source : Author's Data Processing (2026)

Based on Table 8, organizational culture as a path coefficient of 0.579, with a t-statistic of 5.798 and a p-value of 0.000. The positive path coefficient indicates a positive relationship between organizational culture and employee performance, meaning that the better organizational culture is implemented within the company, the more employee performance improves. Furthermore, the t-statistic of 5.798 exceeds the critical t-value of 1.96, and the p-value of 0.000 is lower than 0.05. Therefore, the effect of organizational culture on employee performance is positive and significant.

For the path from compensation to employee performance, the path coefficient is 0.130, with a t-statistic of 1.148 and a p-value of 0.251. The path coefficient indicates that compensation has a positive effect on employee performance, suggesting that the better the compensation provided to employees, the more employee performance tends to increase. However, the p-value of 0.251 is greater than the significance level of 0.05. Therefore, the effect of compensation on employee performance is not statistically significant. Accordingly, the hypothesis stating that compensation affects employee performance is not supported and is rejected.

DISCUSSION

Organizational Culture, Compensation, and Employee Performance

The descriptive analysis shows that organizational culture (80.95%), compensation (81.82%), and employee performance (83.13%) at PT XYZ East Kalimantan Region fall into the "good" category (interval 68.01–84.00%). For organizational culture, the highest-scoring dimensions were attention to detail (82.59%) and innovation and risk-taking (81.84%), with the highest-scoring item concerning the company's emphasis on accuracy at work (85.66%). In contrast, the item on being given challenges to improve performance had the lowest score (78.07%). For compensation, the direct compensation dimension scored highest (82.29%). Health facilities (insurance) was

the highest-scoring item (85.42%), whereas leave policy was the lowest (78.19%). For employee performance, punctual attendance was the highest-scoring item (85.24%), while completing work within the specified deadline was the lowest (80.19%). These findings indicate that a culture emphasizing compliance and accuracy has fostered employee discipline, but the drive to achieve targets and meet deadlines can still be improved. The structural model yielded an R-square of 0.471 (moderate category; Hair, 2022), indicating that 47.1% of the variance in employee performance is explained by organizational culture and compensation. The Q-square value of 0.436 indicates that the model has strong predictive relevance.

The Effect of Organizational Culture on Employee Performance

Organizational culture has a positive and significant effect on employee performance ($\beta = 0.579$; $t = 5.798$; $p = 0.000$). This finding is consistent with Iryanto et al. (2025), Chairuddin et al. (2025), and Damayanti et al. (2024), who reported a significant effect of organizational culture on employee performance. According to Chairuddin et al. (2025), organizational culture serves as a guideline that shapes employees' attitudes and work behavior. A culture that supports teamwork, commitment, and adherence to company regulations can foster work behavior aligned with organizational goals. Thus, organizational culture is a key supporting factor in optimizing employee performance.

The Effect of Compensation on Employee Performance

Compensation has no significant effect on employee performance ($\beta = 0.130$; $t = 1.148$; $p = 0.251$); therefore, the hypothesis is rejected. This finding is consistent with Rianda and Winarno (2022), Aqsana and Komara (2026), and Languyu et al. (2024), who showed that compensation has no significant direct effect on performance. Languyu et al. (2024) noted that the effect of compensation may depend on other variables, so providing compensation does not always directly improve performance. Although employees rated compensation as good, this alone was not sufficient to drive performance. The company should review its compensation system not only in terms of nominal amounts, but also fairness, work location conditions, and its linkage to performance achievement (Forson et al., 2021).

CONCLUSION

This study examined the effect of organizational culture and compensation on employee performance at PT XYZ East Kalimantan Region. The results show that organizational culture, compensation, and employee performance are all in the "good" category, with average scores of 80.95%, 81.82%, and 83.13%, respectively. These findings indicate that the company's values and norms are well understood and practiced by employees, that employees perceive the compensation they receive as adequate and fair, and that employees are able to complete their work in accordance with company standards. The structural model analysis revealed that organizational culture has a positive and significant effect on employee performance (path coefficient = 0.579, strong category; $t = 5.798 > 1.96$; $p < 0.001$), indicating that the stronger the organizational culture, the higher the employee performance. In contrast, compensation has no significant effect on employee performance (path coefficient = 0.130, weak category; $t = 1.148 < 1.96$; $p = 0.251 > 0.05$), indicating that increases in compensation have not yet been accompanied by a meaningful improvement in employee performance. Overall, organizational culture emerges as the more decisive factor in enhancing employee performance at PT XYZ East Kalimantan Region.

RECOMMENDATION

Based on the findings of this study on the effect of organizational culture and compensation on employee performance at PT XYZ East Kalimantan Region, the researcher offers the following recommendations for future organizational development.

Practical Implications

First, PT XYZ East Kalimantan Region is advised to maintain and strengthen its organizational culture through open communication, teamwork, and consistent application of organizational values to support improved employee performance. Second, since compensation was found to have no significant effect on employee performance, the company is advised to continue evaluating its compensation policies and systems to ensure they remain aligned with employees' workload, responsibilities, and circumstances. Third, the company should not focus solely on compensation but should also consider other factors that may potentially influence employee performance.



Theoretical Implications

First, future researchers are encouraged to examine the relationship between organizational culture, compensation, and employee performance using different theoretical perspectives, a more diverse range of research objects, and varied methodologies in order to broaden the generalizability of the findings. Second, future studies are encouraged to extend the research model by adding relevant variables to identify which factors have the greatest influence on employee performance.

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