

INFLUENCE OF WORK CULTURE, TRAINING, AND COMPENSATION AGAINST THE PERFORMANCE OF EDUCATION OFFICE EMPLOYEES NORTH LABUHANBATU REGENCY

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ABSTRACT

This study aims to determine the effect of work culture, training, and compensation on the performance of the Labuhanbatu District Education Office employees. The population of this study was the employees of the Education Office of North Labuhanbatu Regency, totaling 43 employees. The data collection technique in this study is a list of questions (questionnaire), while the data analysis techniques used are classical assumption test, multiple regression, t test, F test, and coefficient of determination. From the t test There is an influence of Work Culture, Training, and Compensation on the Performance of Education Office Employees of North Labuhanbatu Regency. The F test obtained means that Work Culture, Training, and Compensation have a significant effect on performance. The value of the coefficient of determination obtained (R-Square) is 0.494 or 49.40%, indicating about 49.40% of the variable performance can be explained by the variables of Work Culture, Training, and Compensation. The rest is influenced by other variables not examined.

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1. INTRODUCTION

Every country is obliged to contribute proper education to its people so that they have good intelligence [1]. In this case, several elements are considered urgent in carrying out the duties of the State [2]. The Ministry of Education and Culture must be able to synergize with the government at the provincial and district/city levels spread throughout the Republic of Indonesia [3]. The Education Office is the implementing element of government affairs in the education sector which is commanded by the Head of Organization (Head of Service) who is under and responsible to the Regional Head (Bupati) who is tasked with supporting Regional Heads in carrying out government affairs and assistance tasks in the education sector based on functions and stipulations. in their respective areas [4].

The Education Office of North Labuhanbatu Regency requires an optimal increase in work and can utilize the potential of human resources owned by the Regional Government Apparatus to make the Purpose and Objectives of the organization so that it will contribute positively to the development of the organization. In addition, organizations need to pay attention to various things that can determine or influence performance. Government Apparatus, Regional Government, in this case, it is necessary to have an organizational role in increasing timely and effective work performance, in supporting the realization of reliable Regional Government Apparatus behavior in completing tasks and functions by the main tasks and functions of each apparatus. If the Education Office of North Labuhanbatu Regency can carry out its duties and functions well in producing a service product for the community if they have interest and enthusiasm in carrying out these tasks and functions. "The interest and enthusiasm of the Regional Government Apparatus will be formed if the Organization knows of its responsibilities to the Regional Government Apparatus if the responsibilities in

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question are being able to provide guidance, direction, and understand how to treat the Regional Government Apparatus based on humanity and appreciation if the Regional Government Apparatus is an actor in the program. agency work.

Performance is the result of the work of the Regional Government Apparatus at a set time by comparing it to various possible things such as standard operating procedures, portions to be achieved as well as a performance where all of these things have been previously determined and decided by consensus [4]. Performance implies achievement, namely the work achieved, and carrying out an activity with the intention and purpose of getting results. High performance describes the success and success of the Regional Government Apparatus in carrying out the responsibilities assigned to them. On the other hand, low performance illustrates the failure and incompatibility of local government apparatus in carrying out the duties and responsibilities assigned to them.

Performance is a product of the quality of service and the number of service results achieved by a Regional Government Apparatus in carrying out their duties under the responsibilities given to them [5]. So that performance is a result achieved by the opinion apparatus which is explained by the applicable measures for the tasks and functions in question. Therefore, performance is not only about personal characteristics intended by the apparatus, but also the work that has been and will be carried out by the apparatus. In increasing the performance of the local government apparatus, it is very necessary to drive a spirit that will increase the quality of service from the performance of the regional government apparatus which has an impact on the agency.

Work culture is the embodiment of life found in the workplace. More specifically, work culture is a system of meanings related to work, tasks, functions, and work interactions, which are mutually agreed upon and used in daily work life. A conducive work culture makes an employee will be able to give his best in carrying out his duties and responsibilities. Thus, creating a conducive work culture must be considered by leaders in directing their subordinates [6].

Based on the results of initial observations, the phenomenon that occurred in the Regional Apparatus Organization of the North Labuhanbatu Regency Education Office based on scientific research conducted, namely that there were several Regional Government Apparatuses found that their performance was below the standard applied by the Head of the Department. It can be seen from the fact that there are still a group of Local Government Apparatuses who do work outside of the procedures in carrying out their duties and functions.

Based on the data, the performance of the Regional Government Apparatus in the Regional Apparatus Organization of the Labuhanbatu Utara Regency Education Office obtained performance results that increased annually from 2016-2017 but were not followed by 2018-2019. This allows for the performance of Local Government Apparatuses, Regional Apparatus Organizations of the North Labuhanbatu Regency Education Office, which were determined by several aspects, in 2018 with a performance of 3.5% and an achievement of 2.5% while obtaining a result of 3%. And in 2019 for performance with a value of 4.5% and achieving 3% while the results obtained are 4%. Things that happened in 2018-2019 provide a determination or influence of things that give rise to phenomena that occur to obtain the evidence.

In addition, training is part of the urgency in developing performance within an agency. In the Regional Apparatus Organization, the North Labuhanbatu Regency Education Office provides training so that each Regional Government Apparatus is more agile in its duties and functions in the specified fields. Training is something of urgency in a continuous effort to improve individual capabilities and the work performance of local government apparatus. By participating in the training, Local Government Apparatuses can carry out the tasks and functions that are their responsibilities. The stages of training used in the Regional Apparatus Organization of the North Labuhanbatu Regency Education Office are structured and neatly arranged, if it is found that the stages of an operation that are slowing down by the way the settlement is carried out by the Regional Government Apparatus are incorrect, training should be carried out offline to improve the performance of the work of the said Regional Government Apparatus. If the quality of the training provided increases, the performance of the Regional Government Apparatus will also increase. Thus, training needs to be improved to increase the performance of local government apparatus, because training can increase the ability of local government apparatus so that they can do the tasks and functions assigned to them better.

Compensation is also a matter of urgency in increasing the performance of the local government apparatus. Compensation is all income in the form of money, goods directly or indirectly received by employees

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in return for services provided to the company [7]. Furthermore, compensation is something of urgency to encourage each Regional Government Apparatus to carry out their duties better. Another meaning of compensation is all types of gifts or wages given to the local government apparatus as a result of the duties and functions of the local government apparatus [8].

Based on the compensation received by the Regional Government Apparatus, each Regional Government Apparatus can meet their daily needs. The compensation obtained from each local government apparatus is not the same and depends on each part of the work. Compensation is usually done based on performance and competence. So it is better if the compensation given must be by the living needs of the Regional Government Apparatus referred to. Appropriate compensation will motivate Local Government Apparatuses to complete their work better every time, which is then expected to contribute to good determination in improving the quality of the work of Regional Government apparatuses. What happened to the Local Government Apparatus of the Regional Apparatus Organization of the North Labuhanbatu Regency Education Office was that they felt they were getting less attention regarding compensation. This can be seen from the complaints that occur to several local government officials where what they do sometimes does not match what they get.

The thing that happened to the Local Government Apparatus of the Regional Apparatus Organization of the North Labuhanbatu Regency Education Office was that they felt they were getting less attention regarding compensation. This can be seen from the complaints that occur to several local government officials where what they do sometimes does not match what they get. Based on the initial observations made by researchers at the Regional Government Apparatus Organization of the Regional Apparatus of the District Education Office. Labuhanbatu Utara, it was found that several problems related to the performance of the Regional Government Apparatus were found, such as, the performance of the Regional Government Apparatus was not optimal, marked by the presence of several Regional Government Apparatuses being late in completing their tasks and functions and responsibilities not according to a predetermined schedule/deadline. An unhealthy work culture between Government and Regional Apparatuses, it seems that there are still Regional Government Apparatuses in the Regional Apparatus Organizations of the North Labuhanbatu Regency Education Office who are often late for entering the office and even don't attend without explanation, this gives determination or influence to Regional Government Apparatuses who diligently enter the office so that the tasks and functions in the main duties and responsibilities of the field are not time efficient.

Furthermore, the Education Office Regional Apparatus Organizations must conduct training for Government Apparatus, Regional, even to spiritual showers which can be scheduled every month, so that each Regional Government Apparatus understands its duties and functions and has a sense of responsibility to feel guilty if do not carry out their duties and functions. Because it can be seen from the existing duties and functions, there are Local Government Apparatuses who do not master the tasks and functions they are given. This is due to the uneven distribution of training to Regional Government Apparatuses so that there are Regional Government Apparatuses filling positions that are not by their competencies. In addition, there needs to be a reward or award given by the Regional Apparatus Organization of the Education Office such as proper compensation to Regional Government Apparatuses who carry out more duties and functions. So that it makes them serious in carrying out the tasks and functions given. The occurrence of differences in the provision of compensation becomes problematic in the performance of local government apparatus.

2. METHOD

2.1 kinds and Data Source

The research approach used in this study is to use an associative and quantitative approach. Where seen from the type, the research uses a quantitative approach, but also when viewed from the way of explanation, this study uses an associative approach. The associative approach is a research question that is asking the relationship between two or more variables. The quantitative method is a research method based on a positivist philosophy, used to examine certain populations or samples, data collection using research instruments, and data analysis are quantitative/statistical, to describe and test predetermined hypotheses [9]. The research was conducted at the Education Office of North Labuhanbatu Regency, which is located at Jalan Sukarame, East Aekkanopan Village, Kualuh Hulu District, North Labuhanbatu Regency, North Sumatra. Starting from June to October 2021. Using a saturated sampling technique, which is a sampling technique when all members of the population are used as samples. So that the sample in this study amounted to 43 people.

2.2 Analysis Method

Data collection techniques used a list of questions (questionnaire) with a Likert scale. The answer items from the list of questions were then tested for validity, reliability, classical assumption test, t-test, and F test using the SPSS 23 statistical test tool.

3. RUST AND DISCUSSION

Results

Validity test

The results of the validity test in this study using SPSS can be seen in the following table:

Table 1. Validity Test of Work Culture Variables (X1)

No	Correlation coefficient	r table	Status
1	0,463	0,301	Valid
2	0,370	0,301	Valid
3	0,810	0,301	Valid
4	0,635	0,301	Valid
5	0,513	0,301	Valid
6	0,287	0,301	Valid

Source: Research Data Processed by IBM SPSS 23, 2021

From the table above, the results of the SPSS output are known to have validity values, there is a correlation value column, which means the correlation value between the scores of each item and the total score in the tabulation of respondents' answers. The results of the validity test of 6 (six) questions on the Work Culture variable were declared valid (valid) because of the value of Sig (2-tailed) <0.05.

Table 2. Validity Test of Training Variables (X2)

No	Correlation coefficient	r table	Status
1	0,510	0,301	Valid
2	0,327	0,301	Valid
3	0,767	0,301	Valid
4	0,638	0,301	Valid
5	0,526	0,301	Valid
6	0,263	0,301	Valid

Source: Research Data Processed by IBM SPSS 23, 2021

From the table above, the results of the SPSS output are known to have validity values, there is a correlation value column, which means the correlation value between the scores of each item and the total score in the tabulation of respondents' answers. The results of the validity test of 6 (six) questions on the Training variable were declared valid (valid) because of the value of Sig (2-tailed) < 0.05.

Table 3. Compensation Variable Validity Test (X3)

No	Correlation coefficient	r table	Status
1	0,360	0,301	Valid
2	0,509	0,301	Valid
3	0,849	0,301	Valid
4	0,622	0,301	Valid
5	0,617	0,301	Valid
6	0,374	0,301	Valid

Source: Research Data Processed by IBM SPSS 23, 2021

From the table above, the results of the SPSS output are known to have validity values, there is a correlation value column, which means the correlation value between the scores of each item and the total score in the tabulation of respondents' answers. The results of the validity test of 6 (six) questions on the Compensation variable were declared valid (valid) because of the value of Sig (2-tailed) <0.05.

Table 4. Validity Test of Performance Variables (Y)

No	Correlation coefficient	r table	Status
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1	0,595	0,301	Valid
2	0,307	0,301	Valid
3	0,627	0,301	Valid
4	0,677	0,301	Valid
5	0,608	0,301	Valid
6	0,220	0,301	Valid

Source: Research Data Processed by IBM SPSS 23, 2021

From the table above, the results of the SPSS output are known to have validity values, there is a correlation value column, which means the correlation value between the scores of each item and the total score in the tabulation of respondents' answers. The results of the validity test of 6 (six) questions on the Performance variable were declared valid (valid) because of the value of Sig (2-tailed) <0.05.

Reliability Test

Furthermore, the validity of the instrument items above was tested for reliability to see whether the research instrument was reliable and trustworthy. If the research variables use reliable and trustworthy instruments, the research results can also have a high level of trust.

Table 5. Variable Reliability Test Results

Variable	Reliability Value	Status
Performance (Y)	0,687	Reliable
Work Culture (X1)	0,686	Reliable
Training (X2)	0,679	Reliable
Compensation (X3)	0,716	Reliable

Source: Research Data Processed by IBM SPSS 23, 2021

The instrument can be said to be reliable if the Cronbach Alpha coefficient value is more than 0.6 or 60%. Based on table 3.8. above, it can be concluded that the statement items from each of the variables studied are declared reliable because they have a Cronbach Alpha value of each variable of more than 0.6 or 60%.

Classic assumption test

Normality test

A normality test was conducted to determine whether the sample used in this study came from a normally distributed population or not.

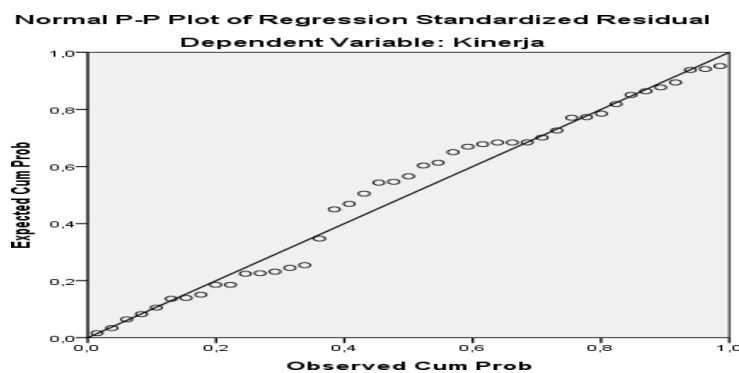


Figure 1. P-P Plot. Normality Test Results

The figure above identifies that the regression model has met the assumptions previously stated so that the data in the research regression model tends to be normal.

Multicollinearity Test

Multicollinearity was used to test whether the regression model found a strong correlation between the independent variables. The method used to assess it is by looking at the value of the Variance Inflation Factor (VIF), which does not exceed 4 or 5.

Table 6. Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	18,185	7,155		2,542	,015		
	Work Culture	,120	,157	,123	,767	,000	,945	1,059
	Training	,187	,160	,186	1,170	,009	,961	1,040
	Compensation	,039	,138	,045	,285	,007	,977	1,024

a. Dependent Variable: Performance

Source: Research Data Processed by IBM SPSS 23, 2021

The three independent variables, namely X1, X2, and X3 have VIF values within a predetermined tolerance limit (not exceeding 4 or 5), so they do not become multicollinearity in the independent variables of this study.

Heteroscedasticity Test

Heteroscedasticity is used to test whether, in the regression model, there is an inequality of variance from another observation. If the residual variation from one observation to another observation remains, it is called homoscedasticity, and if the variance is different it is called heteroscedasticity. A good model is that there is no heteroscedasticity.

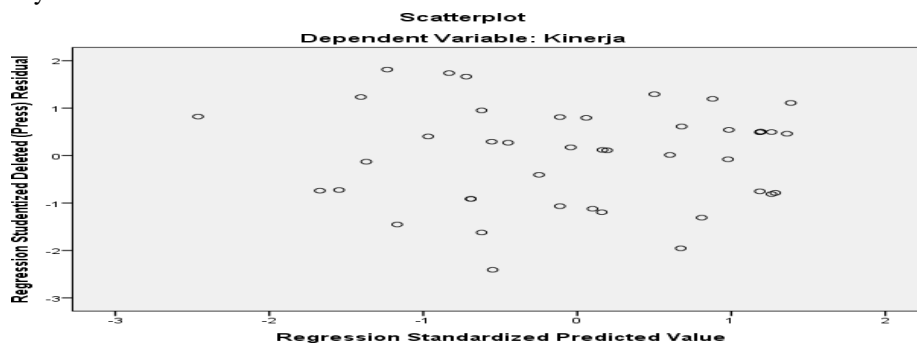


Figure 2. Heteroscedasticity Test Results

The picture above shows the points spread randomly, do not form a clear/regular pattern, and are spread both above and below the number 0 on the Y axis so there is no heteroscedasticity in the regression model.

Multiple linear regression

The multiple regression equation can be seen from the value of the B coefficient in the following table:

Table 7. Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	18,185	7,155			2,542	,015
	Work Culture	,120	,157	,123		,767	,000
	Training	,187	,160	,186		1,170	,009
	Compensation	,039	,138	,045		,285	,007

a. Dependent Variable: Performance

Source: Research Data Processed by IBM SPSS 23, 2021

From calculations using a computer program using SPSS (Statistical Program For Social Schedule) version 23.0 obtained linear multiple regression equations for the two predictors (Work Culture, Training, and Compensation) are:

$$Y = 18,185 + 0,120 X_1 + 0,187 X_2 + 0,039 X_3$$

The equation above shows that all independent variables (Work Culture, Training, and Compensation) have a positive coefficient b_i , meaning that all independent variables have a unidirectional relationship to variable Y (employee performance). The training variable (X_2) has the largest relative contribution among the two independent variables.

Partially Significant Test (t-Test)

Testing the relationship of the independent variables (X) to the dependent variable (Y) partially can be seen in the following table:

Table 7. Partial Significant Test (t-test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,185	7,155		2,542	,015
	Work Culture	,120	,157	,123	,767	,000
	Training	,187	,160	,186	1,170	,009
	Compensation	,039	,138	,045	,285	,007

a. Dependent Variable: Performance

Source: Research Data Processed by IBM SPSS 23, 2021

The Influence of Work Culture on Performance

Based on the t-test table data above, it can be seen that the acquisition of coefficients values: $t_{count} = 0.767$ $t_{table} = 2.021$. Based on the test results above, the Work Culture variable (X1) obtained t_{count} of 0.767 with a significant value of 0.000 while the provisioned value for 43 samples t_{table} was 2.021 with a significant value of 0.05. The conclusion is $t_{count} 0.767 > t_{table} 2.021$ with a significant value of $0.000 < 0.05$ then H_0 is rejected and H_a is accepted, which means that partially Work Culture (X1) has a significant effect on Performance (Y) at the Education Office of North Labuhanbatu Regency.

Effect of Training on Performance

Based on the t-test table data above, it can be seen that the acquisition of coefficients values: $t_{count} = 1.170$ $t_{table} = 2.021$. Training (X2) obtained t_{count} of 1.170 with a significant value of 0.009 while the value of provisions for 43 samples t_{table} was 2.021 with a significant value of 0.05. In conclusion, $t_{count} 1.170 > t_{table} 2.021$ with a significant value of $0.009 < 0.05$ then H_0 is rejected and H_a is accepted, which means that partially Training (X2) has a significant effect on Performance (Y) at the Education Office of North Labuhanbatu Regency.

Effect of Compensation on Performance

Based on the t-test table data above, it can be seen that the acquisition of the coefficients values: $t_{count} = 0.285$ $t_{table} = 2.021$. Compensation (X2) obtained t_{count} of 0.285 with a significant value of 0.007 while the provisioned value for 43 samples t_{table} was 2.021 with a significant value of 0.05. In conclusion, $t_{count} 0.285 > t_{table} 2.021$ with a significant value of $0.007 < 0.05$ then H_0 is rejected and H_a is accepted, which means that partially Compensation (X3) has a significant effect on Performance (Y) at the Education Office of North Labuhanbatu Regency.

Simultaneous Significant Test (F Test)

Testing the relationship of independent variables (X) to the dependent variable (Y) simultaneously can be seen in the following table:

Table 8. Simultaneous Significant Test (Test F)

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6,453	3	2,151	,793	,005 ^b
	Residual	105,733	39	2,711		
	Total	112,186	42			

a. Dependent Variable: Performance

b. Predictors: (Constant), Compensation, Training, Work Culture

Source: Research Data Processed by IBM SPSS 23, 2021

Coefficient of Determination (R-Square)

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Furthermore, by looking at the R-Square will be able to see how the actual value of the contribution of the two independent variables to the dependent variable:

Table 9. Coefficient of Determination (R-Square)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	,703 ^a	,494	,015	1,64654

a. Predictors: (Constant), Compensation, Training, Work Culture

b. Dependent Variable: Performance

Source: Research Data Processed by IBM SPSS 23, 2021

Through the table above, it can be seen that the R-value is 0.703 and the R-Square is 0.494 or 49.4%. From the R-Square value, it can be seen that together Work Culture, Training, and Compensation have an effect of 49.4%, while the remaining 50.6% is influenced by other factors outside this study.

Discussion

Influence of Work Culture on Performance

From the statistical test results, Work Culture has a positive and significant effect on Performance at the Education Office of North Labuhanbatu Regency. Due to the results of $t_{count} (0.767) > t_{table} (2.021)$ with a significant value of $0.000 < 0.05$, H_0 is rejected and H_a is accepted. The results of this study are in line with previous research which states that work culture has a positive and significant effect on performance [10][11][12]. Attitudes and behavior of individuals and groups based on values that are believed to be true and have become traits and habits in carrying out daily tasks and work are then called work culture [13]. Resources owned by the company such as capital, methods, and machines cannot provide optimal results if they are not supported by human resources who have optimal performance. employees, so that the company can achieve the expected goals [14]

Effect of Training on Performance

From the results of statistical tests, Training has a positive and significant effect on Performance at the Education Office of North Labuhanbatu Regency. Due to the results of $t_{count} (1.170) > t_{table} (2.021)$ with a significant value of $0.009 < 0.05$, H_0 is rejected and H_a is accepted. The results of this study are in line with previous research which showed that training had a positive and significant effect on performance [15][16][17]. The results of this study are by the theory put forward by (Arianty et al, 2016: 120) Training is one of the efforts made by the agency to improve the quality of human resources in the world of work. Training is usually carried out with a curriculum that is tailored to the needs of the position, given in a relatively short time, to equip someone with job skills.

effect Compensation terhadap Performance

Dari hasil uji statistik Compensation berpengaruh positif dan signifikan terhadap Performance pada Dinas Pendidikan Kabupaten Labuhanbatu Utara dikarenakan hasil thitung ($0,285 > t_{tabel} (2,021)$ dengan nilai signifikan $0,007 < 0,05$ maka H_0 ditolak dan H_a diterima. Hasil penelitian ini sejalan dengan penelitian sebelumnya yang menunjukkan bahwa Compensation berpengaruh positif dan signifikan terhadap Performance [18][19][20]. The results of this study are in accordance with the theory put forward by [21] compensation is everything that employees receive as remuneration for their work or something that employees receive in cash as a substitute for their service contributions to the agency.

Effect of Work Culture, Training, and Compensation on Performance

Simultaneous testing shows that the Work Culture, Training, and Compensation variables have a significant effect on Performance (Y) at the North Labuhanbatu Regency Education Office. Due to the results of F count ($0.793 > F_{table} (4.09)$) with a significant value of 0.05 then H_0 rejected and H_a accepted. With an R Square value of 0.494 or 49.4% which means that the relationship between Performance and Work Culture, Training, and Compensation is low, while the remaining 50.6% are other variables not examined by this study.

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4. CONCLUSION

Based on the results of the research and discussion that have been described previously, it is concluded that the demand for cars in Indonesia is influenced by GDP per capita, length of roads, fuel prices, and interest rates on consumer loans where the amount of all these factors is 99% and the rest is influenced by other factors. not included in the regression model. All independent variables together affect the demand for cars in Indonesia. The GDP per capita variable (X1) and the consumer credit interest rate (X4) do not affect the demand for cars in Indonesia in the period 1-14. These results are based on the coefficient value of GDP per capita which is 0.60 and the consumer credit interest rate is -0.02. This is because the high GDP per capita has not been able to reflect the level of public welfare in general and if the income level of the community is high, the tendency of people to ask for credit will decrease. The variable length of road (X2) and fuel price (X3) have a positive and significant effect on the demand for cars in Indonesia in the period 1-14. These results are based on the coefficient value of the length of the road which is worth 1.40 and the price of fuel which is worth 0.2. This is because the growth of motorized vehicles, in this case, passenger cars, must be accompanied by the growth of adequate road infrastructure so that there is no vehicle density, while the increase in fuel prices will only have an impact in the short term.

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