



The Influence of Work Culture Motivation, Job Satisfaction on Employee Performance with the Remuneration System as a Moderator Variable of Ibn Khaldun University Bogor

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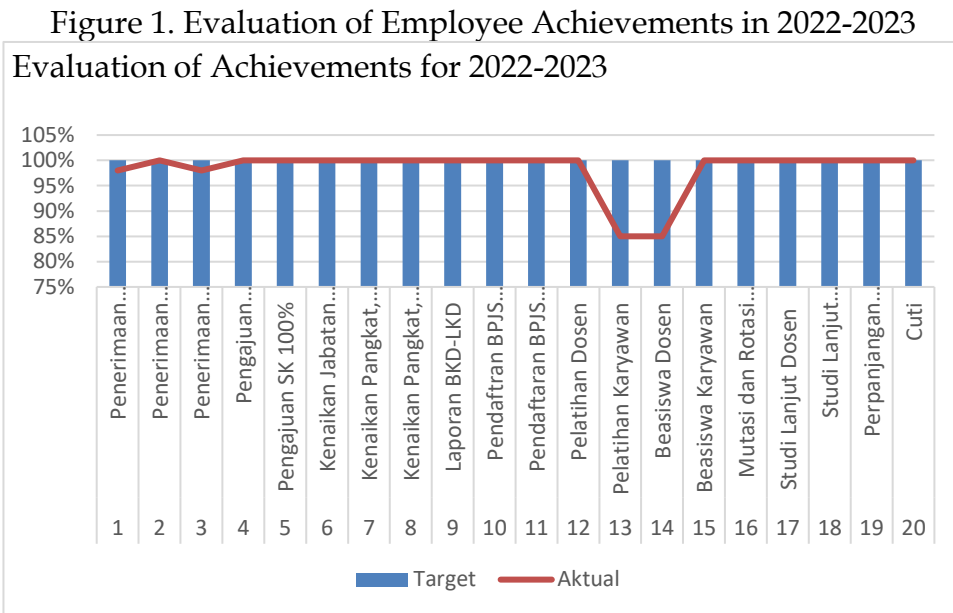
ABSTRACT

The problems are about employee performance analysis based on motivation, work culture, satisfaction, moderated by the remuneration system. The purpose of the study was to find out the remuneration system affects motivation, culture, and job satisfaction on employee performance at Ibn Khaldun University Bogor. This study uses a quantitative descriptive method. Data collection used a questionnaire with a sample of 90 educator employees at Ibnu Khaldun University Bogor. This analysis uses multiple linear regression. The results of the study were that work motivation had a significant effect on employee performance, work culture had a significant effect on employee performance, job satisfaction did not have a significant effect on employee performance, and work motivation had a significant effect on employee performance after interacting with remuneration variables. Work culture has a significant effect on employee performance after interacting with remuneration variables. Job satisfaction has a significant effect on employee performance after interacting with remuneration variables. The results of this study show that motivation, work culture affect performance, while motivation does not affect employee performance.

INTRODUCTION

In general, the context of human resource management (HRM) is associated with individual attributes of employees. However, organizational performance is not only determined by employees, but also influenced by Ramly's organizational system (2020). HR becomes the main capital of an organization. This causes every organization to require human resource management to support the effectiveness of activities in achieving their organizational goals. Human resource management has the authority to manage every potential that exists in an organization, so that every right can be fulfilled in accordance with the obligations they have. Istiantara (2019). Companies or organizations have an obligation to improve the performance and welfare of their employees. The important thing that concerns the entire company is that less than optimal performance can be seen from various factors, including low employee motivation, work culture, satisfaction at work and compensation or remuneration that is still not feasible given by the company, and low understanding of ethics or work ethic owned by employees. Ma'rifah (2018).

Universities are now required to improve performance. Therefore, to facilitate the achievement of performance, the campus provides welfare attention through providing adequate remuneration. Rumahak, M.D (2017). The provision of remuneration made by the campus to its Human Resources, especially education staff, is something that can create a strong work culture. A strong work culture can influence the behavior and attitude of education staff in carrying out their work, so that performance increases. With the increasing performance of education personnel in achieving campus performance, so that they can compete and compete with other campuses, both national and international. Ibn Khaldun University Bogor as one of the largest Islamic universities in Bogor has human resources consisting of lecturers and education staff. This campus is very concerned about VMTS as well as to realize and expectations of stakeholders. Every need of stakeholders will be served excellently and quickly and appropriately for the continuity of services on campus supported by Education Personnel. The Ibn Khaldun University Bogor campus strives to improve the education of education personnel through an educational assistance scholarship program for education staff, both contract and permanent status. This effort has improved educational performance for education personnel. This institution targets a performance achievement target of 100%, but in fact the achievement is not optimal, the figure is still below 100%, judging from the Evaluation of the Achievement of Quality Goals of Ibn Khaldun University in 2022/2023.



Source : Ibn Khaldun University Bogor Staffing 2022-2023

From the data above, it shows that there are factors that have not been realized by management, namely one of the ways to raise the quality of work produced by employees is to provide more training to lecturers and staff. This prevents the Ibn Khaldun University Bogor from reaching its full potential in terms of student enrollment. In optimizing employee performance, there must be a basic drive to move someone to act towards achieving goals, namely with motivation. Motivation is also associated with compensation provided by the campus. The results of Rifqi, et al's (2020) research entitled *The Influence of Training, Motivation, and Organizational Culture on Employee Performance Using Compensation as a Moderating Factor at BNI Syariah Cab Pekalongan*, show that motivation, training and work culture have a positive effect on employee performance and compensation moderates motivation, training on employee performance. Identify problems in this study, namely:

1. The motivation and skills of UIKA employees have not been maximized, so training is needed to increase value.
2. Work culture that is not in accordance with campus guidelines, so it has a low impact on performance.
3. Lack of satisfaction in carrying out work due to salaries below UMK Bogor City.
4. The policy of the remuneration or benefits system becomes an obstacle to employee performance.

The research is limited to data from the 2023 survey results at Ibn Khaldun University Bogor on factors that affect employee performance such as motivation, work culture, job satisfaction, and remuneration system. The focus of this study is limited to variables, time, and location of research. The variables studied are based on the results of preliminary studies conducted by researchers at Ibn Khaldun University Bogor. The research time limit is adjusted to the schedule in the

academic calendar, while the location will be determined by which faculties or staffing departments are appropriately involved in this research.

As described above, there are several problems to be carried out research, namely:

1. Do work culture, job happiness, and motivation affect each other's performance at Ibn Khaldun University Bogor?
2. Does the work culture at Ibn Khaldun University Bogor affect how well employees perform?
3. Does job happiness at Ibn Khaldun University Bogor have an impact on workers' performance?
4. Does the compensation structure at Ibn Khaldun University Bogor enhance the impact of job motivation on employee performance?
5. Does the compensation structure at Ibn Khaldun University Bogor amplify the impact of workplace culture on worker performance?
6. Does the compensation structure at Ibn Khaldun University Bogor bolster the relationship between job happiness and worker performance?

The goal of this study is to learn more in-depth information about the variables that influence worker performance, specifically:

1. Examine the impact of job satisfaction, work culture, and motivation on worker performance.
2. Examine how workplace culture affects workers' output.
3. Examine how job happiness affects workers' output.
4. Examine how the compensation system influences employee motivation in moderation.
5. Examine how employee performance is affected by workplace culture as it is influenced by the compensation structure.
6. Examine how job happiness affects workers' performance in light of the compensation system's moderation.

LITERATURE REVIEW

Human Resource Management (HRM)

The potential that exists inside people to fulfill their potential as creative, adaptable social beings is known as human resources, or HR. as a subsystem of an organization (Sobirin, 2014). All inputs must exist in order to accomplish an organizational objective. Qualified human resources with competence, a positive attitude, and a passion of their profession are those who can contribute most to an organization. These human resources result in outstanding organizational performance when they are managed well. (Sobirin, 2016).

Employee Performance

Basically, an organization and a company, of course, have their own goals and targets carried out by each employee in the company. To achieve the goal to the maximum, it is necessary good performance by all existing human resources. In general, performance is a term used to describe how well an activity, program, or policy is implemented to accomplish the organization's goals, vision, and mission objectives as stated in its strategic planning. (Nabawi, 2019). With good performance, the sustainability and activities of a company can be smooth to achieve company goals. According to Slamet (2019), Performance or Performance (Performance Management System) is a process used to identify, encourage, measure, evaluate, improve and reward employee performance. And basically performance itself is human behavior in which it plays the role they perform in an organization to meet a predetermined standard of behavior and desired results. According to Ramly (2020), an organization's performance, individually and collectively, is impacted by the caliber of its workforce. Furthermore, it is assumed that a business performs better the better its personnel perform. Six parameters can be used to gauge each employee's performance, specifically:

1. Quality: the intended activity outcome is nearly flawless in the sense that it aligns with the intended objectives or the ideal appearance of the activity. Employee views of the quality of work, which are generated by task perfection, are used to gauge the quality of work, as are the skills and talents of the employee.
2. Quantity, or the number of units or full activity cycles produced, is the quantity stated in terms of production. Employee assessment of the quantity of tasks assigned and their outcomes is a proxy for quality.
3. Punctuality is the degree to which an activity is halted at the outset, expressed, and evaluated in terms of maximizing the time allotted for other activities and coordinating with the output outcomes. Punctuality is perceived from the initial time to the output.
4. To improve the efficiency of each unit in the utilization of resources, organizational resources (energy, money, technology, and raw materials) are maximized. Employee perceptions of work effectiveness are based on how well they use their time to complete tasks and how well the organization assigns them to do.
5. Independence: the degree to which a worker carries out his duties without seeking assistance, direction, or approval from coworkers or managers. The degree of an employee's independence can be gauged by looking at how they see the task fulfilling its purpose in line with their personal accountability.

6. Work commitment, in which workers have obligations to their jobs and to agencies. Employee perceptions of building ties with institutions, as well as loyalty and responsibility, can be used to quantify independence. The six criteria according to (Bernadin dalam Robbins 1996:260).

Remuneration

The definition of Remuneration according to Muchammad Surya (2004: 8) explains that remuneration is something received by employees in return for contributions that have been given to their organizations at work. According to Mody and Noe (2010: 265) remuneration is a reward received by an employee for his contribution to the organization.

Work Motivation

Motivation means something that becomes an impetus for a person to work. In the book Human Resources Development; Collaboration for Impactful Change, Maslow's theory of motivation reveals that every human being will try to meet needs in stages, including five levels of needs, namely:

1. Physiological needs (eating, drinking, physical, breathing, and sexual protection),
2. The need for a sense of security (protection from hazards and the work environment),
3. Social needs and sense of belonging (the need to be accepted in the work unit, affiliated, interacted and loved and loved),
4. The need for self-esteem (to be respected and valued by others), and
5. Self-actualization needs (needs to develop self and potential, ideas, judgment, criticism and achievement).

According to Hasibuan in Febrianti (2020), motivation is the provision of impulse to create one's passion at work, so that they can work together, and are effective and integrated with all forces and efforts to achieve satisfaction. The indicators that can be used as a measurement of motivation according to sedarmayanti (2015: 233-239), namely:

1. Salary
To fulfill their own and their families' requirements, salary is a critical component. In addition to serving as a means of meeting fundamental requirements, salary serves as a motivator for employees to perform with passion.
2. Supervisi
The primary responsibility of a supervise is to achieve the best possible results by effectively coordinating the system on work with his unit. Effective supervision with good work implementation can help increase worker

productivity, as well as providing instructions in accordance with work standards, as well as adequate debriefing equipment with other supports.

3. Employment Relations

Humans are social creatures, needing relationships with others, both inside and outside the work environment. A harmonious working relationship or called a close relationship, must be supported by a daily working atmosphere full of kinship and mutual support both employee relationships or between employees and superiors.

4. Recognition

Every human being must have a need for a sense of respect that wants to be appreciated. A person who gets recognition and appreciation will definitely be passionate and can improve his performance.

5. Success (achievement)

Everyone has the desire to succeed, especially in every activity/task they carry out. The achievement of success in doing a job will be related to moving someone to do the next tasks. Thus achievement in a job will cause a positive attitude, so you want to do the job with full of challenges. Fatigue is typically linked to a cheerful disposition and the bravery to take measured chances in order to accomplish preset objectives.

Work Culture

Work culture can convey to employees how behaved a member of the organization should be able to participate. If employees know the goals of the organization, then the benefits to themselves as well as the way the organization achieves goals can be achieved. Certain communities use culture as a pattern of universally held beliefs to help them overcome challenges with both internal and external integration. Employee responsibility, innovation, result orientation, knowledge, and work system are the five elements that affect work culture. These elements will have a direct impact on how employees feel about their workplace in a business or organization. (Ali et al., 2022).

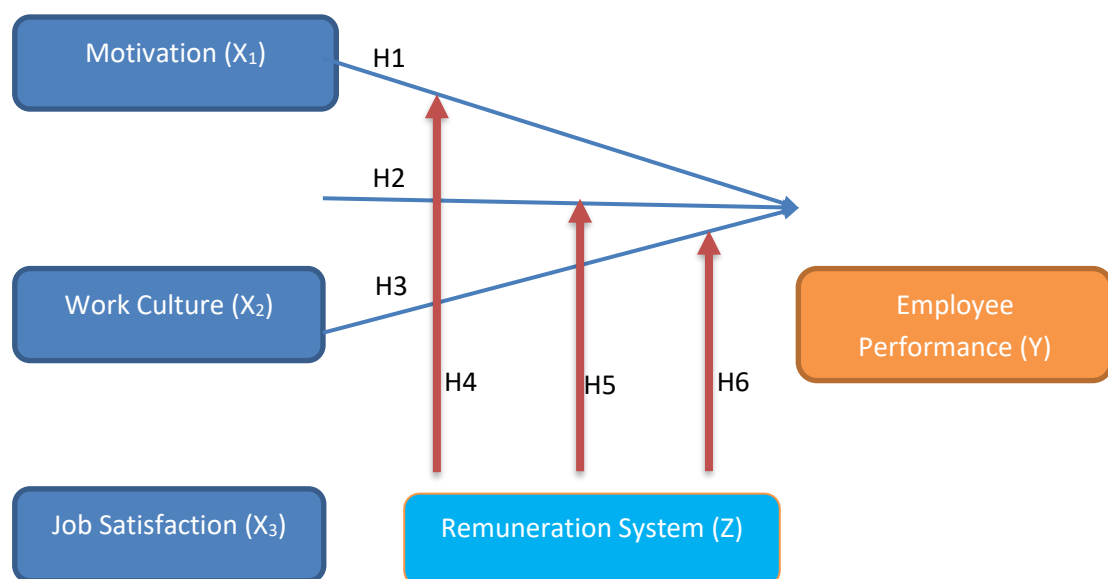
Job Satisfaction

Afandi's study identifies job satisfaction as a positive attitude among employees, demonstrated via their feelings and behaviors toward one another as well as through their assessment of their occupations as a sign of gratitude for accomplishing one of the work's key ideals. (2018: 74). According to Kinichi (2002) According to his research, a supportive work culture between employees and companies has a significant impact on job satisfaction, which is measured by factors including compensation satisfaction, cooperation among coworkers, promotion, and supervision. This gives a summary of their decisions, actions, and

responses to their various work environments. It would be more accurate to refer to the relationship between job happiness and performance as a "management myth" because it is hard to determine which is causal. But still, according to Robbins (2007) there is evidence from a number of studies showing companies with happier workers are typically more productive than those with dissatisfied workers. Handoko (2002) argues that without job happiness, workers will never mature psychologically and will eventually become dissatisfied. Prospects for the job—whether or not they offer hope for advancement—have an impact on job satisfaction. The degree of job satisfaction increases with the degree to which these expectations are realized. Indicators of job satisfaction used as a measurement according to Robbins (2007):

1. Salary satisfaction, or when an individual's earnings are commensurate with their effort and on par with those of others in the same position.
2. Job satisfaction, or how much one feels that one is given challenges for engaging work and opportunity to learn how to take on responsibility in a specific activity.
3. Contentment with advancement, denoting the chance for an individual to attain or advance to a more elevated position inside the company.
4. Contentment with superiors' demeanor, specifically their capacity to offer technical support and help for tasks that fall under the purview of subordinates.
5. Coworker satisfaction, or the extent to which coworkers are both socially and technically supportive of one another's tasks.

Conceptual Framework



Picture 1. Conceptual Framework

From the above frame of mind, the hypothesis is formulated as follows:

Hypothesis 1:

H1 It is suspected that there is a direct influence between work motivation and employee performance at Ibn Khaldun University Bogor

H0 There is no direct influence between work motivation and employee performance at Ibn Khaldun University Bogor

Hypothesis 2 :

H2 It is suspected that there is a direct influence between work culture on employee performance at Ibn Khaldun University Bogor

H0 There is no direct influence between work culture on employee performance at Ibn Khaldun University Bogor

Hypothesis 3 :

H3 It is suspected that there is a direct influence between job satisfaction and employee performance at Ibn Khaldun University Bogor

H0 There is no direct influence between job satisfaction and employee performance at Ibn Khaldun University Bogor

Hypothesis 4 :

H4 It is suspected that the remuneration system strengthens the influence of work motivation on employee performance

H0 It is suspected that the remuneration system does not strengthen the effect of work motivation on employee performance

METHODOLOGY

This research was conducted at Ibn Khaldun University Bogor. The study time starts from January to March 2023. Classified on the type of associative research with a causal form. Sugiyono (2016) defines causal associative research as an investigation that seeks to ascertain the connection between two or more variables. (Wulandari, 2021). In this study there are independent variables (influencing) and dependent variables (influenced) which means this study focuses on the influence of motivation, compensation, work culture and job satisfaction which are independent variables on employee performance as dependent variables. The method used in this study is research with a quantitative approach with survey research methods. The characteristics of the survey approach are: Research data are obtained in three ways: (1) by taking a sample from a predefined population; (2) by gathering data simultaneously and quickly about an opinion, perception, or thing at any given time; and (3) by using different methods of analysis based on the conclusions to be drawn from the data.

No	Information	Number of Employees
1.	Employees of Ibn Khaldun University Bogor	250
Total		250

Source: Ibn Klaldun University Bogor (2023)

Based on the number of population, the sample can be calculated as follows:

$$n = \frac{N}{1 + (N \times e^2)}$$
$$n = \frac{250}{1 + (250 \times 0,1^2)}$$
$$n = 71,4285$$
$$n = 72$$

Total sample obtained is at least 72 employees of Ibn Khaldun University Bogor. In the effort to collect data to be studied, researchers group data into two types, namely primary and secondary data, namely:

1. Primary Data, obtained by researchers directly through:
 - a. Researchers collected data by distributing **questionnaires** to employees of Ibn Khaldun University Bogor all parts of the educators.
 - b. In collecting problems and looking at the objects to be studied, researchers see the situation directly, as well as **observations** related to motivation, work culture, job satisfaction in the Ibn Khaldun University Bogor environment.
2. Secondary Data, obtained indirectly. The data taken is in the form of supporting data or references for the object of research. The data in question, namely: organizational structure, employee data from staffing, data on the number of performance achievements at Ibn Khaldun University Bogor, as well as journals and books relevant to this study.

Data Analysis Techniques

The data analysis used in this study was to use Multiple Linear Regression with the aim of knowing the effect of Work Motivation (X1), Work Culture (X2), Job Satisfaction (X3) on Employee Performance (Y) with a variety of Remuneration System Moderators (Z).

RESEARCH RESULTS

Research Description

The identity characteristics of respondents are very important to provide an overview of permanent and non-permanent employee respondents at Ibn Khaldun University Bogor, based on testing given to 72 respondents. The explanation of the results of identifying respondent characteristics includes: gender, age, education level, position, work unit, and length of service, respondents' salaries are presented as follows.

Data Description

From the distribution of research instruments in the UIKA Bogor Campus environment, until the data obtained has several characteristics based on Gender,

Age, Education Level, Salary Amount, and Position. The following are the results of respondents' identities:

Table 1. Data Response

No	Information	Sum	Percent
1	Gender		
	Man	43	48%
	Woman	46	52%
	Total	89	100%
2	Age		
	20-30	37	42%
	<20	1	1%
	>40	27	30%
	31-40	24	27%
	Total	89	100%
3	Level of Education		
	Diploma (D-1, D-2, D-3)	3	3%
	Doctor (S-3)	1	1%
	Magister (S-2)	10	11%
	Bachelor (S-1)	46	52%
	High School/Vocational School/equivalent	29	33%
4	Salary		
	1.000.000-2.000.000	35	39%
	>4.000.000	6	7%
	2.000.000-3.000.000	27	30%
	3.000.000-4.000.000	17	19%
	1.000.000	4	4%
	Total	89	100%
5	Department		
	Staff	47	53%
	Head of subdivision	24	27%
	Head of division	18	20%
	Total	89	100%

Source : data processed (2023)

Research Analysis

The data from the research results are then tested with the aim of obtaining a strong level of accuracy and consistency, through testing the Validity and Reliability of the research instruments.

Validity Test

The Validity Test was carried out to find out the variable analysis of employee motivation. Is the measuring tool that has been prepared really capable of measuring what must be measured. The validity test is used to test how carefully a measuring instrument performs its measurement function. The technique used for the validity test is the "Correlation Product Moment" of Karl Person with a confidence level of 95%. In accordance with Sugiyono (2010:357) that if the correlation coefficient or r is calculated $> r$ table at a significant level of 5% ($\alpha=0.05$). And $n=72$ Obtained r table = 0.235 then it can be said that an instrument is valid and when the correlation coefficient r calculates $< r$ table then the item is invalid.

Table 2. Motivation Variable Test Results (X1)

Code	Calculate r Value	r Value Table (0,05)	Information
MK1	0,727	0,235	Valid
MK2	0,640	0,235	Valid
MK3	0,611	0,235	Valid
MK4	0,379	0,235	Valid
MK5	0,710	0,235	Valid
MK6	0,643	0,235	Valid
MK7	0,684	0,235	Valid
MK8	0,519	0,235	Valid
MK9	0,727	0,235	Valid

Source : data processed (2023)

In table 2, the amount of r calculation (*Corrected Item-Total Correlation*) and r table as a result of the validity test, all question items in the motivation research variable have r calculation > the table which is at a significant 5% ($\alpha=0.05$) and $n=72$ obtained r table = 0.235 so it can be said that 9 questions on the motivation variable are valid to be used as an instrument in the research or the questions asked can be used to measure the variables that Researched.

Table 3. Results of the Work Culture Variable Test (X2)

Code	Calculate r Value	r Value Table (0,05)	Information
BK1	0,563	0,235	Valid
BK2	0,630	0,235	Valid
BK3	0,644	0,235	Valid
BK4	0,756	0,235	Valid
BK5	0,739	0,235	Valid
BK6	0,592	0,235	Valid

Source : data processed (2023)

From the results of the work culture variable test listed in table 3, above, the value of r calculation (*Corrected Item-Total Correlation*) for 6 > question items from the table and r table, namely at a significant 5% ($\alpha=0.05$) and $n=72$ obtained r table = 0.235 so that it can be said that the 6 question items of the work culture research variable are valid to be used as instruments in research or the questions asked can be used measure the variables studied.

Table 4. Results of the Job Satisfaction Variable Test (X3)

Code	Calculate r Value	r Value Table (0,05)	Information
KK1	0,649	0,235	Valid
KK2	0,755	0,235	Valid
KK3	0,863	0,235	Valid
KK4	0,745	0,235	Valid
KK5	0,635	0,235	Valid
KK6	0,442	0,235	Valid
KK7	0,510	0,235	Valid
KK8	0,404	0,235	Valid

Source : data processed (2023)

The value of r calculation is derived from the work culture variable test results shown in Table 4. (*Corrected Item-Total Correlation*) for 8 question items > from the table and r table, which is at a significant 5% ($\alpha=0.05$) and $n=72$ obtained r table = 0.235 therefore, it may be concluded that the eight work satisfaction research variable question items are valid for use as a research instrument or that the research questions can be used to measure the variables under study.

Table 5. Results of the Remuneration Variable Test (Z)

Code	Calculate r Value	r Value Table (0,05)	Information
RM1	0,733	0,235	Valid
RM2	0,557	0,235	Valid
RM3	0,734	0,235	Valid
RM4	0,752	0,235	Valid
RM5	0,781	0,235	Valid
RM6	0,717	0,235	Valid
RM7	0,754	0,235	Valid
RM8	0,735	0,235	Valid
RM9	0,789	0,235	Valid

Source : data processed (2023)

From the results of the remuneration variable test listed in table 5, the value of r calculation (*Corrected Item-Total Correlation*) for 9 question items > from the table and r table, namely at a significant 5% ($\alpha=0.05$) and $n=72$ obtained r table = 0.235 in order to conclude that the nine items in the compensation research

variable are valid for usage as a research instrument or that the variables under study may be measured using the questions posed.

Table 6. Performance Variable Test Results (Y)

Code	Calculate r Value	r Value Table (0,05)	Information
KN1	0,666	0,235	Valid
KN2	0,663	0,235	Valid
KN3	0,631	0,235	Valid
KN4	0,586	0,235	Valid
KN5	0,443	0,235	Valid
KN6	0,707	0,235	Valid
KN7	0,746	0,235	Valid
KN8	0,673	0,235	Valid
KN9	0,809	0,235	Valid
KN10	0,637	0,235	Valid
KN11	0,610	0,235	Valid
KN12	0,386	0,235	Valid
KN13	0,613	0,235	Valid

Source : data processed (2023)

From the results of the performance variable test in table 6, the value of r calculation (*Corrected Item-Total Correlation*) for 13 question items > from the table and r table, which is at a significance of 5% ($\alpha=0.05$) and $n=72$ obtained r table = 0.235 in order to conclude that the performance research variable's 13 question items are appropriate for usage as an instrument The variables under study can be measured using the research or the questions posed.

Reliability Test

Reliability tests are carried out on valid question items or statements. A measuring tool or question in a questionnaire is categorized as reliable (reliable), if the measuring tool used can measure consistently or stably even though the question is asked at different times and this test is used to determine how far if two or more measures are taken using the same measuring tool for the same condition, the measurement findings stay consistent. Sujarweni V. Wiratna (2014:193) explained that all of the study questionnaire's questions or question items are amenable to joint reliability testing. The following serves as the foundation for decision-making in the dependability test: If a variable yields a value $\alpha > 0,60$, it is considered dependable. Ghozali (2013).

Reliability Test of Work Motivation Variables (X₁)

Table 7. Reliability Test of Work Motivation Variables (X₁)

Cronbach's Alpha	N of Items
0,813	9

Source : data processed (2023)

Looking at the Cronbach Alpha score of 0.813 > 0.60, it can be concluded that the questions in the ease of use questionnaire are **reliable** and **acceptable**.

Work Culture Variable Reliability Test (X₂)

Table 8. Work Culture Variable Reliability Test (X₂)

Cronbach's Alpha	N of Items
0,711	6

Source : data processed (2023)

As the results of the test above, where the Cronbach Alpha score is 0.701 > 0.60, the questionnaire questions for work culture are **reliable** and **acceptable**.

Job Satisfaction Variable Reliability Test (X₃)

Tabel 9. Uji Reliabilitas Variabel Kepuasan Kerja (X₃)

Cronbach's Alpha	N of Items
0,777	8

Source : data processed (2023)

The questions in the job satisfaction questionnaire can also be declared **reliable** and **reliable**, because the Cronbach Alpha value is 0.777 > 0.60.

Remuneration Variable Reliability Test (Z)

Tabel 10. Uji Reliabilitas Variabel Remunerasi (Z)

Cronbach's Alpha	N of Items
0,879	9

Source : data processed (2023)

The test results for the questions in the remuneration questionnaire can also be concluded that the questions in the remuneration questionnaire are **reliable** and **acceptable**, based on the Cronbach Alpha score of 0.879 > 0.60.

Performance Variable Reliability Test (Y)

Table 11. Performance Variable Reliability Test (Y)

Cronbach's Alpha	N of Items
0,853	13

Source : data processed (2023)

The questions in the performance questionnaire can also be declared **reliable** and **acceptable**, as seen from the Cronbach Alpha score of 0.853 > 0.60.

Table 12. Reliability Test Results

Variable	Cronbach's Alpha	Information
Motivation (X ₁)	0,813	Relievable/Consistent
Work Culture (X ₂)	0,711	Relievable/Consistent
Job Satisfaction (X ₃)	0,777	Relievable/Consistent
Remuneration (Z)	0,879	Relievable/Consistent
Performance (Y)	0,853	Relievable/Consistent

Source : data processed (2023)

The results of the test of all variables in this study in table 12, show that the questions in the questionnaire on perception of motivation, work culture, job satisfaction, remuneration and performance are **reliable** or **consistent/trustworthy**.

Classical Assumption Test

Multicollinearity Test

A linear relationship between independent variables is known as multicollinearity. (2020b, Sugiyono) According to Ghozali (2017:71), the purpose of the multicollinearity test is to determine if the independent variables in the regression model have a strong or perfect correlation with one another. There shouldn't be any association between the variables in a suitable regression model. The relationship between the independent variables and the bound variables is disrupted if there is a significant correlation between them. The tolerance value and VIF (Variance Inflation Factor) can be used to determine whether multicollinearity exists. Regression models are considered free of multicollinearity if the VIF value is less than 10, and if the tolerance value is more than 0.1 (10%) also suggests this.

Table 13. Multicoloniality Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Colleration			Collinearity Tolerance	Statics VIF	
	B	Std. Error	Beta			Zero-	Partial	Part			
1	(Constant)	40,101	4,122		9,728	.000					
	Motivasi Kerja (X1)	.306	.227	.280	1,350	.180	.312	.145	.137	.240	4,175
	Budaya Kerja (X2)	.332	.272	.196	1,222	.225	.322	.124	.124	.400	2,501
	Kepuasan Kerja (X3)	-.163	.173	-.153	-.940	.350	.182	-.101	-.095	.388	2,580

a. Dependent Variable : Kinerja (Y)

Source : data processed (2023)

Table 13 shows that by using a confidence level of 95% or using a significance level of 5% (sig value = 0.05), the Tolerance value of 0.240 is obtained in the data processing results; 0.400 and 0.388, because the Tolerance value is greater than 0.10 then H₀ is accepted which means that there is no multicollinearity between independent variables in the regression model. If we look at the VIF values, it can also be concluded that there is no multicollinearity because the values (4.175; 2.501 and 2.580) < 10.0, H₀ is accepted which means that there is no multicollinearity between independent and dependent variables in the regression model

DISCUSSION

Hypothesis Test

Table 14. The Influence of Work Motivation, Work Culture and Job Satisfaction on Employee Performance

Variable	R Square	Sig. Value	R Square Remuneration as Moderation	Value of Sig Remuneration as Moderation
Work Motivation (X1)	.098	.033	.208	.000
Work Culture (X2)	.104	.002	.164	.002
Job Satisfaction (X3)	.033	.087	.131	.007

Source : data processed (2023)

The Effect of Work Motivation on Performance

Based on the table, it was determined that work motivation had a significant impact on employee performance. H_0 was rejected while H_a was accepted because the influence of work motivation on employee performance had a sig value = 0.003 (sig value < alpha value 0.05). The statistical test findings indicated that the impact of work motivation on employee performance was 9.8%, with a value of R square = 0.098. The results of this study are in line with the research conducted by Efrinawati et al. Et al (2022) and Phytanza et al. (2020) who stated that employee work motivation has a significant effect on employee performance in a company. Furthermore, in the research of Chien et al (2020) in Mongolia, it was stated that a person's performance is influenced by the work motivation that exists in him, the higher the motivation, the higher the performance.

The Influence of Work Culture on Performance

Based on the table, it was determined that work culture had a significant impact on employee performance. H_0 was rejected while H_a was accepted because the influence of work culture on employee performance had a sig value = 0.002 (sig value < alpha value of 0.05). The statistical test findings indicated that the impact of work culture on employee performance was 10.4%, with a value of R square = 0.104. The findings of this study are consistent with research by Adha et al. (2019), which looked at the relationship between work environment, work motivation, and work culture and discovered that there was a significant ($p < 0.05$) effect of work culture on employee performance. Moreover, Efrinawati et al.'s research from 2022 also showed that performance is significantly impacted by workplace culture. Employees' work cultures and habits are routines that they frequently follow while at work.

The Effect of Job Satisfaction on Performance

The table indicates that there was no significant impact of job satisfaction on employee performance. The influence of job satisfaction on employee

performance was determined to have a sig value = 0.087 (sig value > alpha value 0.05), leading to the acceptance of Ho and rejection of Ha. According to the statistical test results, the impact of job satisfaction on employee performance was just 3.3%, with a value of R square = 0.033. The findings of this study contradict those of a study by Efrinawati et al. (2022), which found that job satisfaction is one of the key variables that can influence employee performance. That study also found that, in contrast to employees who were dissatisfied with their work, satisfied employees tended to work more and performed better. Additionally, a study at the Aceh Education Office by Wan D. Wahyudi & Zulaspan (2019) found a substantial relationship between workplace satisfaction and worker performance.

The Effect of Work Motivation on Performance through Remuneration as Moderation

The table indicates that work motivation had a significant impact on employee performance following interaction with the remuneration variable. The influence of work motivation on employee performance through remuneration as a moderation variable was found to have a sig value = 0.000 (sig value < alpha value 0.05). The decision of Ho was rejected and Ha was accepted. The statistical test results indicated that the influence of work motivation on performance increased to a value of R square = 0.208, indicating that there was an interaction between work motivation and remuneration. This increase was quite significant, rising from 0.098 to 0.208. In other words, the influence of work motivation on employee performance increased to 20.8% after remuneration. Thus, it can be concluded that there is an increase in employee performance after the interaction between work motivation and the remuneration system.

The Influence of Work Culture on Performance Through Remuneration as Moderation

The influence of work culture on employee performance with compensation as moderation was found to have a sig value = 0.002 (sig value < alpha value 0.05) based on the results of statistical tests. Ho's decision was rejected, while Ha's was accepted, indicating that work culture has a significant impact on employee performance following an interaction with compensation. Following an interaction with compensation, the statistical test findings indicated that the value of R square = 0.164, up from the previous value of only 0.104, indicated that work culture had a 16.4% influence on employee performance. This condition indicates that after work culture and compensation variables interact, employee performance increases. The findings of this investigation are consistent with research by Akbar (2021), which elucidates the reciprocal relationship between employee performance and salary and motivation. Additionally, Garika (2020) noted in her study that employee performance is impacted by both salary and job motivation, and that performance is significantly affected when work motivation and remuneration are contrasted.

The Effect of Job Satisfaction on Performance through Remuneration as Moderation

Using statistical tests, it was determined that job satisfaction had a significant impact on employee performance following an interaction with remuneration. The effect of job satisfaction on employee performance was found

to have a sig value = 0.007 (sig value < alpha value 0.05), leading to the rejection of Ho's decision and the acceptance of Ha's. The statistical test findings revealed that the value of R square = 0.131, a considerable increase from the prior value of only 0.033, indicated that, after interacting with compensation, the influence of work satisfaction on employee performance rose to 13.1%. After examining the relationship between compensation and job happiness, it can be said that employee performance has increased. The findings of this study are consistent with research by Sembiring & Winarto (2020), which showed that performance is impacted by work culture following an interaction with compensation. Additionally, Elida A. & Jamal's (2020) research in Malang showed that employee performance is influenced by both work culture and compensation at the same time. Furthermore, Djoko Setyo (2017) highlighted in his research that performance is significantly impacted by both work culture and compensation at the same time. Organizational culture serves as the foundation for all organizational practices, including how employees interact with one another and execute tasks. This was disclosed in Sanjaya (2021).

Table 15. Research Results

Hypothesis	Description	Result
H1	It is believed that employee performance is positively impacted by motivation.	Accepted
H2	It is believed that employee performance is positively impacted by work culture.	Accepted
H3	It is believed that employee performance is positively impacted by job satisfaction.	Accepted
H4	It is hypothesized that the Compensation System amplifies the impact of Motivation on Worker Performance.	Accepted
H5	It's possible that the Compensation System accentuates the impact of Work Culture on Employee Outcomes.	Accepted
H6	It's possible that the compensation structure amplifies the impact of job satisfaction on worker productivity.	Accepted

Source : data processed (2023)

CONCLUSIONS

The following conclusions can be made in light of the previous chapter's discussion:

1. Employee performance is significantly impacted by work motivation. (*sig value* = 0.003), the influence is 9.8%.
2. There is a 10.4% influence of work culture on employee performance (*sig value* = 0.002).
3. There was only a 3.3% impact of job satisfaction on employee performance, not a significant one (*sig value* = 0.087).
4. Following interaction with the compensation variable, work motivation had a significant impact on employee performance (*sig*=0.000); the influence was 20.8%.

5. After interacting with the compensation variable, work culture has a significant impact on employee performance (sig=0.002), with a 16.4% influence.
6. Following interaction with the compensation variable, job satisfaction had a substantial impact on employee performance (sig=0.007). The effect was 13.1%.

RECOMMENDATIONS

Based on the conclusion of things that can be suggested:

1. The management of Ibn Khaldun University Bogor needs to create a comfortable work culture, develop the concept of fair remuneration to motivate employees and increase job satisfaction.
2. The motivation factor is one of the causes of declining performance, therefore it is necessary to have an effective human resource management concept from the leadership. Employees will get comfort and job satisfaction that motivates them to provide excellent service to the UIKA campus organization.
3. The management needs to plan and carry out periodic activities whose concepts are related to work motivation, teamwork, and aim to strengthen emotional relationships between fellow employees and with top management. So that it creates a comfortable working atmosphere and affects increased motivation.
4. For further research, a correlation test can be conducted on variables that are considered to contribute to performance, such as: work motivation, work culture, job satisfaction, and remuneration. There are other variables that are considered to have a contribution to employee performance, such as: career path, job promotion, salary, work environment and other factors. These factors are additional variables that may be correlated with performance.

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