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## Influence of Compensation and Career on Organizational Culture

Influencia de la compensación y de la carrera en la cultura organizacional

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### ABSTRACT:

The purpose of this study is to examine the influence of compensation on organizational culture and the influence of career on organizational culture, plus, to study the influence of compensation on turnover intention and to examine its influence on organizational commitment. The results of this study are that compensation and career has a positive and significant effect on organizational culture; compensation and career has a negative and significant effect on turnover intention. On the turnover intention, organizational culture has a negative and significant effect.

**KEYWORDS:** Career, compensation, organizational culture, turnover intention.

### RESUMEN:

El propósito de este estudio es examinar la influencia de la compensación y de la carrera en la cultura organizacional, además de, estudiar la influencia de la compensación en la intención de rotación y examinar su influencia en el compromiso organizacional. Los resultados de este estudio muestran que la compensación y la carrera tienen un efecto positivo y significativo en la cultura organizacional; la compensación y la carrera tienen un efecto negativo y significativo en la intención de rotación y la cultura organizacional tiene un efecto negativo y significativo sobre la intención de rotación.

**PALABRAS CLAVE:** Carrera, compensación, cultura organizacional, Intención de rotación.

## INTRODUCTION

The industrial 4.0 era requires each organization to maintain the ability to compete against other business competitors. Many strategies are carried out by companies, ranging from marketing strategies, production strategies, cost strategies, and so on, including human resource management strategies. In the management of

the human resource strategy, various methods are used, starting from improving quality through recruitment or training, but no less important by maintaining the turnover intentions rate. According to (Siswoyo: 2017, pp. 43-67), globalization and growing competition among companies have resulted in a war for talents where companies compete for the recruitment and retention of talented employees. Turnover is generally divided into a voluntary turnover and involuntary. Voluntary turnover intentions are when employees decide to stop working on their own accord (Ghozali & Fuad: 2008, pp. 76-90). Many researchers have identified the factors that influence the desire to switch employees. These factors can be categorized into individual characteristics such as gender, worker age, length of work (Pepe: 2007, p.207), the category of managerial practice in companies. such as job involvement, job performance and salary, and company policy (Chun et al.: 2013, pp. 853-877), job satisfaction categories with different determinants such as the type of job itself, compensation and other benefits and categories related to superiors and coworkers and suitability on an employee-organization fit that is related to the goals and values of the company (Hejase et al.: 2016, pp.32-56).

It is important for organizations to retain talented employees, to maintain productivity and organizational sustainability. In a competitive business climate, employees are an important asset in the organization. Employee commitment determines the performance and survival of the organization. Employees are expected to meet organizational needs and goals. Thus, many organizations have high expectations beyond the capabilities of employees. From an organizational point of view, retaining the best employees is as important as keeping up with technological advances. According to Kuean et al. (2010), it is an open secret that employers compete with each other in the labor market for efficient, creative, and innovative employees to maintain their competitive advantage. Many experts argue that employees are the survival strength of the organization, so the organization must take the initiative to motivate employees in order to improve overall employee performance. Community Research has shown that organizational culture is related to the desire to switch employees.. employees tend to show the intention to move when the organizational culture does not match their expectations. Examines organizational culture, job satisfaction, intention to move, and the mediating role of perceived organizational support. The findings indicate that organizational culture has a significant relationship with intention to move. Job satisfaction is a significant mediator between job stress. job satisfaction positively mediates the relationship between sportsmanship culture and the desire to move. Compensation has a positive and significant effect on job satisfaction. promotion (career) has a positive impact on job satisfaction and is mediated by job satisfaction on turnover intentions.

Organizational culture is related to intention to move, so turnover intention will be reduced if an employee shows a positive attitude and gives high value to the organizational culture. This finding is supported by previous studies such as Booth et al. (2007); Lok et al. (1999); MacIntosh et al. (2010); Park et al. (2009); Shim, 2010; and Silverthorne, 2004. All of these studies concluded that organizational culture is an integral variable in predicting employee turnover intentions. Also found that organizational culture consists of shared values, beliefs, and assumptions found in employees' work environments. The positive thing can help reduce turnover intention for the work environment because employees in such a work environment will be more optimistic and friendly. Organizational culture as an antecedent of organizational commitment underlies the process by which people identify themselves with various events in their environment and how they are shaped by them in determining their commitment and life goals. The results show that organizational culture statistically affects work stress in organizations. Based on the formulation of the problem in this study, the objectives to be obtained are as follows:

1. To assess compensation has a significant effect on work culture
2. To examine career has a significant effect on work culture
3. To assess that compensation has a significant effect on Turnover Intentions
4. To assess Career has a significant effect on Turnover Intentions
5. To assess the Organizational Culture influences turnover intentions

## METHODOLOGY

The method of analysis in this study used was SEM analysis with the LISREL program. Structural Equation Model (SEM) is a multivariate statistical technique that combines factor analysis and regression analysis. SEM analysis aims to examine the relationships between complex variables to find a comprehensive picture of the overall model. The variables in question consist of latent variables and observational variables. The latent variable is a variable that is formed from several proxies, which are formulated as the observed variable. The observed variable is the variable that is observed and measured, which can be used for The method used in this research is the quantitative method. Data was collected by distributing questionnaires to all permanent employees of the automotive industry in Indonesia (Santoso et al.: 2020, pp. 299-308). The questionnaire was designed closed except for questions/statements about the identity of respondents in the form of a semi-open questionnaire. Each closed question/statement item is given five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, disagree (KS) score 3, disagree (TS) score 2, and strongly disagree (STS) score 1. The method for data processing is by PLS and using SmartPLS software version 3.0 as a tool. Forming a new variable (surrogate variable or latent variable) (Susilo et al.: 2020, pp. 6716-6723).

Table (1). Information of Sample Description

Criteria		Amount
Age (per October 2019)	< 30 years	106
	30 - 40 years	103
	> 40 years	112
Tenure as a permanent employee	< 5 years	129
	5-10 years	157
	> 10 years	35
Highest diploma	≥ S1	87
	= Senior High School	174
	< Senior High School	60

The population in this study were permanent employees of the automotive industry in Indonesia, and The questionnaire was distributed by simple random sampling technique. The results of the questionnaire returned were 351 respondents.

## RESEARCH FRAMEWORK

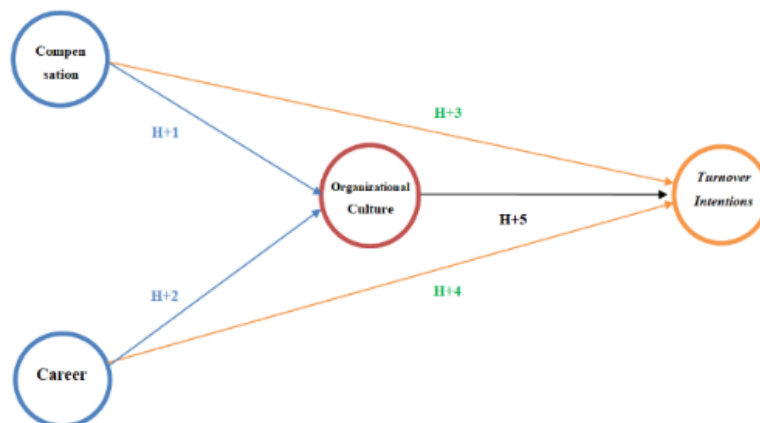


Figure (1). Research Framework

Based on the formulation of the problem in this study, the objectives of the hypothesis are as follows:

H1: Compensation has a positive and significant effect on Organizational Culture

H2: Career has a positive and significant effect on Organizational Culture

H3: Compensation has a positive and significant effect on turnover intention

H4: Career has a positive and significant effect on the Turnover intention

H5: Organizational culture has a positive and significant effect on the Turnover intention

## RESULTS

### Validity test

Validity is defined as the extent to which the accuracy and accuracy of a measuring instrument in performing its measuring function. Validity is a measure that shows the level of validity or validity of an instrument. An instrument is considered valid if it is able to measure what is desired. In other words, being able to obtain precise data from the variables under study. The validity test used the SPSS program with the Pearson Correlation method, which is correlating each item with the total score of the questionnaire items. The decision for validity:

- If the significance  $< 0.05$ , then the question item is declared valid.
- If the significance  $> 0.05$  or the negative correlation value, then the question item is declared invalid. The results of the validity test are presented in the following table:

**Table (2).** Validity Test Result

Variables	Item	Correlation value	Significant Value	Significant Limit	Result
Compensation (X1)	Item1	0,841	0,000	0,05	Valid
	Item2	0,901	0,000	0,05	Valid
	Item3	0,854	0,000	0,05	Valid
	Item4	0,817	0,000	0,05	Valid
	Item5	0,897	0,000	0,05	Valid
	Item6	0,858	0,000	0,05	Valid
	Item7	0,861	0,000	0,05	Valid
	Item8	0,895	0,000	0,05	Valid
Career(X2)	Item1	0,911	0,000	0,05	Valid
	Item2	0,864	0,000	0,05	Valid
	Item3	0,938	0,000	0,05	Valid
	Item4	0,944	0,000	0,05	Valid
	Item5	0,925	0,000	0,05	Valid
	Item6	0,902	0,000	0,05	Valid
	Item7	0,901	0,000	0,05	Valid
Organization Culture (Z)	Item1	0,890	0,000	0,05	Valid
	Item2	0,913	0,000	0,05	Valid
	Item3	0,876	0,000	0,05	Valid
	Item4	0,930	0,000	0,05	Valid
	Item5	0,906	0,000	0,05	Valid
	Item6	0,902	0,000	0,05	Valid
	Item7	0,938	0,000	0,05	Valid
	Item8	0,866	0,000	0,05	Valid
Turnover Intention (Y)	Item1	0,919	0,000	0,05	Valid
	Item2	0,895	0,000	0,05	Valid
	Item3	0,880	0,000	0,05	Valid
	Item4	0,897	0,000	0,05	Valid

From the table above, it can be seen that all items have a significance value less than 0.05 and all positive correlation values. With this, it can be concluded that the questionnaire items are valid.

**Reliability Test**

The reliability test was carried out on the question items which were declared valid. A variable is said to be reliable or reliable if the answers to the questions are always consistent. In this study, the variables were declared reliable by looking at the Cronbach's Alpha value for each variable. If the Cronbach's Alpha value for each variable is > 0.6, then the variable is declared reliable. The reliability for each of the result variables is presented in the following table:

**Table (3).** Reliability Test Result

No	Variables	Cronbach's Alpha	R table	Result
1	Compensation (X1)	0,952	0,6	Reliable
2	Career (X2)	0,966	0,6	Reliable
3	Organisation Culture (Z)	0,967	0,6	Reliable
4	Turnover Intention (Y)	0,918	0,6	Reliable

From the data, table 3 shows that the Cronbach's Alpha value for each variable is above the required value (> 0.6). So it is said that the construct of the statement, which is the variable compensation, communication, work motivation, and employee performance, is declared reliable.

**Classic assumption test 1. Normality Test**

If the sig value is > 0.05, the data is normally distributed; otherwise, if the sig value < 0.05, the data is not normally distributed

**Table (4). Normality test result  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		215
Normal Parameters	Mean	.0000000
	Std. Deviation	4.58104435
Most Extreme Differences	Absolute	.089
	Positive	.046
	Negative	-.089
Kolmogorov-Smirnov Z		1.307
Asymp. Sig. (2-tailed)		.066

a. Test distribution is Normal.

**Table (5). Normality test result  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		215
Normal Parameters	Mean	.0000000
	Std. Deviation	1.93205466
Most Extreme Differences	Absolute	.038
	Positive	.038
	Negative	-.037
Kolmogorov-Smirnov Z		.558
Asymp. Sig. (2-tailed)		.914

a. Test distribution is Normal.

Based on Tables 4 and 5, it can be seen that the sig values > 0.05, namely 0.066 and 0.914, so it can be concluded that the data residuals are normally distributed, and the regression model has met the normality assumption.

2. Multikolonierity Test

Table (6). Multikolinearity Test

**Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Compensation (X1)	.319	3.133
career (X2)	.319	3.133

a. Dependent Variable: Budaya Organisasi (Z)

Table (7). Multikolinearity Test

**Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Compensation (X1)	.249	4.010
Career (X2)	.205	4.875
Organization Culture (Z)	.177	5.658

a. Dependent Variable: Turnover Intention (Y)

Based on Tables 6 and 7 above, it can be seen that all the independent variables used to show a tolerance value > 0.10 and a VIF value < 10; it can be concluded that there is no multicollinearity between the independent variables used in the regression model.

**Hypothesis Testing**

Table (8). Test of the coefficient of determination (R<sup>2</sup>) in the regression of equation 1

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.907 <sup>a</sup>	.823	.822	4.603

a. Predictors: (Constant), Career (X2), Compensation (X1)

b. Dependent Variable: Organization Culture (Z)

Table (9). Test of the coefficient of determination (R2) in the regression of equation 2

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.931 <sup>a</sup>	.868	.866	1.946

a. Predictors: (Constant), Organization Culture(Z), Compensation (X1), Culture(X2)

b. Dependent Variable: Turnover Intention (Y)

Based on Table 7, it can be seen that the Adjusted R Square value is 0.822, this means that 82.2% of the variation of the organizational culture variable can be explained by the two variations of the independent variable, namely Career and Compensation, while the remaining 17.8% is explained by other variables. not included in this research model.

Meanwhile, based on Table 8, it can be seen that the Adjusted R Square value is 0.866, this means that 86.6 % of the variation of the Turnover intention variable can be explained by the three variations of the variable, namely Career, Compensation, and Organizational Culture, while the remaining 13.4% is explained by variables. Other variables are not included in this research model.

Table (10). The Model Accuracy Test (F Statistical Test) In Equation 1, Regression

**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20919.356	2	10459.678	493.755	.000 <sup>a</sup>
Residual	4490.997	212	21.184		
Total	25410.353	214			

a. Predictors: (Constant), Career(X2), Compensation(X1)

b. Dependent Variable: Organisation Culture (Z)

Table (11).Model Accuracy Test (F Statistical Test) in Equation 2 Regression

**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5233.657	3	1744.552	460.801	.000 <sup>a</sup>
Residual	798.827	211	3.786		
Total	6032.484	214			

a. Predictors: (Constant), Organisation Culture (Z), Compensation(X1), Career (X2)

Based on Table 9, it can be seen that the F value counted 493,755 with a probability of 0,000, which means the probability value <0.05, while the results obtained from the F table (df1 = 2, df2 = 212) were 3.038, which means F count > F table (493,755 > 3,038) so that the regression model can be used to predict organizational culture or it can be concluded that compensation and career jointly affect organizational culture or the model is appropriate.

Based on Table 10, it can be seen that the F calculated value is 460.801 with a probability of 0.000, which means the probability value is <0.05, while the results obtained from the F table (df1 = 3, df2 = 211) are 2.647 which means F count > F table (460.801 > 2,647), so the regression model can be used to predict turnover intention or it can be concluded that compensation, career, and organizational culture jointly affect turnover intention or the model is correct.

**Table (12).** Test of Partial Significance Accuracy (t-test) in the regression of Equation 1  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.940	1.348		1.439	.152
Compensation (X1)	.427	.055	.394	7.703	.000
Career (X2)	.623	.057	.555	10.857	.000

a. Dependent Variable: Budaya Organisasi (Z)

**Table (13).** The partial significance accuracy test (t-test) in the regression of Equation 2

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	31.541	.573		55.066	.000
Compensation(X1)	-.081	.026	-.153	-3.041	.003
Career (X2)	-.237	.030	-.433	-7.826	.000
Organisation Culture (Z)	-.189	.029	-.389	-6.521	.000

a. Dependent Variable: Turnover Intention (Y)

Based on Table 11, it is obtained that the t value of compensation is greater than the value of the t table, namely 7,703 > 1,971 and a significance value of 0,000 < 0.05, so compensation has a positive and significant effect on organizational culture. The career count t value is greater than the t table value, which is 10.857 > 1.971 and a significance value of 0.000 < 0.05, so career has a positive and significant effect on organizational culture.

Based on Table 12, it is found that the t value of compensation is greater than the value of the t table, namely -3.041 > 1.971 and a significance value of 0.003 < 0.05, so compensation has a negative and significant effect on turnover intention. The career count t value is greater than the t table value, which is -7,826 > 1,971 and a significance value of 0,000 < 0.05, so career has a negative and significant effect on turnover intention. The t value of organizational culture is greater than the t table value of -6.521 > 1.971 and a significance value of 0.000 < 0.05, so organizational culture has a negative and significant effect on turnover intention.

**DISCUSSION**

**1) The Effect of Compensation on Organizational Culture**

The results of hypothesis testing (H1) have seen that there is an influence between compensation on organizational culture. Through the results of calculations that have been done, the t value is obtained at 7,703 with a significance of the results of  $0,000 < 0,05$ . Thus  $H_a$  is accepted, and  $H_o$  is rejected. This test statistically proves that compensation has a positive and significant effect on organizational culture. This is in line with research conducted by (Agus et al.: 2020, pp. 14054-14069) that compensation has a significant effect on organizational culture (Asbari et al.: 2020, pp. 2008-2027) states that compensation has a significant effect on organizational culture, Santoso (2020) states that compensation has a significant effect on organizational culture, Hyun (2019) that compensation has a significant effect on corporate culture, (Wijaya et al.: 2020, pp. 25-47) states that compensation has a significant effect on organizational culture, (Bernarto et al.: 2020, pp. 13-26) states that compensation has a significant effect on corporate culture, and (Pramono et al.: 2020, pp. 2451-2458) states that compensation has a significant effect on corporate culture.

## **2) Career Influence on Organizational Culture**

The results of hypothesis testing (H2) have seen an influence between compensation on organizational culture. Through the results of calculations that have been done, the t value is 10.857 with a significance of the results of  $0,000 < 0,05$ ; thus,  $H_a$  is accepted, and  $H_o$  is rejected. This test statistically proves that career has a positive and significant effect on organizational culture. This is in line with research conducted by (Asbari et al.: 2020, pp. 2008-2027) that career has a significant effect on organizational culture, Santoso (2020) states that career has a significant effect on organizational culture, Hyun (2019) states that career has a significant effect on company culture, (Wijaya et al.: 2020, pp. 25-47) that career has a significant effect on organizational culture, (Bernarto et al.: 2020, pp. 13-26) that career has a significant effect on corporate culture, and (Pramono et al.: 2020, pp. 8101-8134) that career has a significant effect on corporate culture.

## **3) Effect of Compensation on Turnover Intention**

The results of hypothesis testing (H3) have seen that there is an influence between compensation on turnover intention. Through the results of calculations that have been done, the t value is -3.041 with a significance of the result of  $0,003 < 0,05$ ; thus,  $H_a$  is accepted, and  $H_o$  is rejected. This test statistically proves that compensation has a negative and significant effect on turnover intention. This is in line with research conducted by (Ong et al.: 2020, pp. 24808-24317) that compensation has a negative and significant effect on Turnover Intention (Asbari et al.: 2020, pp. 6724-6748) that compensation has a negative and significant effect on Turnover Intention, Santoso (2020) that compensation has a negative and significant effect on Turnover Intention. , Hyun (2019) that compensation has a negative and significant effect on Turnover Intention (Wijayanti et al.: 2020, pp. 6370-6390) that compensation has a negative and significant effect on Turnover Intention (Bernarto et al.: 2020, pp. 13-26) that compensation has a negative and significant effect on Turnover Intention, and (Harsch & festing: 2019, pp. 249-279) that compensation has a negative and significant effect on Turnover Intention.

## **4) Effect of Career on Turnover Intention**

The results of hypothesis testing (H4) show that there is an influence between career and turnover intention. Through the results of the calculations that have been done, the t value is -7.826 with a significance of the results of  $0,000 < 0,05$ ; thus,  $H_a$  is accepted, and  $H_o$  is rejected. This test statistically proves that career has a negative and significant effect on turnover intention. This is in line with research conducted by (Vizano et al.: 2020, pp. 931-937) that compensation has a negative and significant effect on Turnover Intention, (Asbari et al.: 2020, pp. 2008-2027) states that career has a negative and significant effect on Turnover Intention, career has a negative and significant effect on Turnover Intention, career has a negative and significant effect on Turnover Intention, (Wijaya et al.: 2020, pp. 25-47) that career has a negative and significant effect on Turnover Intention, (Bernarto et al.: 2020, pp. 13-26) that career has a negative and significant effect on Turnover Intention, and (Harsch & festing: 2019, pp. 249-279) that career has a negative and significant effect on Turnover Intention.

### 5) The Influence of Organizational Culture on Turnover Intention

The results of hypothesis testing (H5) have seen that there is an influence between compensation on organizational culture. Through the results of calculations that have been done, the t value is -6.521 with a significance of the result of  $0.000 < 0.05$ ; thus,  $H_a$  is accepted, and  $H_o$  is rejected. This test statistically proves that career has a negative and significant effect on turnover intention. This is in line with research conducted by (Vizano et al.: 2020, pp. 931-937) that organizational culture has a negative and significant effect on Turnover Intention (Asbari et al.: 2020, pp. 19-322) states that organizational culture has a negative and significant effect on Turnover Intention, organizational culture has a negative and significant effect on Turnover Intention. Organizational culture has a negative and significant effect on Turnover Intention (Wijaya et al.: 2020, pp. 25-47) that organizational culture has a negative and significant effect on Turnover Intention, (Bernarto et al.: 2020, pp. 13-26) states that organizational culture has a negative and significant effect on Turnover Intention, and (Pramono et al.: 2020, pp. 8101-8134) that organizational culture has a negative and significant effect on Turnover Intention.

## CONCLUSION

Based on the results of the analysis and discussion that has been carried out in the previous chapter, the following conclusions are obtained: (1) Compensation has a significant effect on organizational culture, this means that compensation has an important role in improving organizational culture; (2) Career has a significant effect on organizational culture, this means that career has an important role in improving organizational culture; (3) Compensation has a significant effect on turnover intention, this means that compensation has an important role in reducing turnover intention; (4) Career has a significant effect on turnover intention, this means that career has an important role in reducing turnover intention; (5) Organizational culture has a significant effect on turnover intention, this means that organizational culture has an important role in reducing turnover intention. Suggestions Based on the results of the research and the conclusions in this study, some suggestions that need to be conveyed are: First, for the Company: (a) Compensation provided to employees in the form of allowances beyond the basic salary should be further increased in order to meet the needs of employees; (b) The ability in organizational planning is further enhanced so that the creation of a perception or the same idea and communication can run well; (c) Increasing the ability to have the urge to take risks at work in order to generate a sense of motivation and enthusiasm at work. Second, for the next researcher, it is better to add other variables that are not in this research. So that further research will be more perfect and provide more information.

## BIODATA

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