THE INFLUENCE OF MORALE AND COMPENSATION ON ORGANIZATIONAL PERFORMANCE AT THE EDUCATION OFFICE TULANG BAWANG DISTRICT

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Abstract. This study aims to determine the effect of work enthusiasm and compensation on organizational performance at the Tulang Bawang Regency Education Office. The method used in this research is quantitative, using multiple linear regression analysis techniques. The sample in this study amounted to 26 employees. Data collection techniques include observation, documentation and questionnaire activities. The data analysis method uses a quantitative approach with the help of SPSS version 21.0 statistical tools including the calculation of validity tests, reliability tests, simple and multiple linear regression tests, t-tests, F-tests and coefficient of determination tests. The results of hypothesis testing show that the work enthusiasm variable partially has a positive effect on performance with a contribution of 46.4%. Compensation has a positive effect on performance with a contribution of 45.6%. Simultaneous hypothesis testing shows that the work enthusiasm and compensation variables together have a positive effect on the organizational performance variable with a contribution of 56.0%, while the remaining 44.0% is a variation of other variables outside this study.

Keywords: morale, compensation, organizational performance

PENGARUH SEMANGAT KERJA DAN KOMPENSASI TERHADAP KINERJA ORGANISASI PADA DINAS PENDIDIKAN KABUPATEN TULANG BAWANG

Abstrak. Penelitian ini bertujuan untuk mengetahui tentang pengaruh semangat kerja dan Kompensasi Terhadap Kinerja Organisasi Pada Dinas Pendidikan Kabupaten Tulang Bawang. Metode yang digunakan dalam penelitian ini menggunakan kuantitatif, dengan menggunakan teknik analisis regresi linear berganda. Sampel pada penelitian ini berjumlah 26 orang pegawai. Teknik pengumpulan data meliputi kegiatan observasi, dokumentasi dan angket. Metode analisis data menggunakan pendekatan kuantitatif dengan bantuan alat statistik SPSS versi 21.0 meliputi perhitungan uji validitas, uji reliabilitas, uji regresi liniar sederhana dan berganda, uji t, uji F dan uji koefisien determinasi. Hasil pengujian hipotesis menunjukkan bahwa variabel semangat kerja secara parsial berpengaruh positif terhadap kinerja dengan kontribusi sebesar 46,4%. Kompensasi berpengaruh positif terhadap kinerja dengan kontribusi sebesar 45,6%. Pengujian hipotesis secara simultan menunjukkan bahwa variabel semangat kerja dan kompensasi secara bersama-sama berpengaruh positif terhadap variabel kinerja organisasi dengan kontribusi sebesar 56,0%, sedangkan sisanya sebesar 44,0% merupakan variasi variabel lain di luar penelitian ini.

Kata Kunci: semangat kerja, kompensasi, kinerja organisasi
INTRODUCTION

A facility in which a group of people work together to achieve agreed goals is called an organization. Efforts to achieve these goals, making the element of workers or human resources (HR) has a major role in managing other resources in order to realize the goals of the organization. The realization of the organization's mission is carried out by the HR element, therefore its role and function are very strategic in all organizational activities. The form and purpose of an organization is certainly based on human interests as outlined in the vision that is formed. Although other resources owned by the organization are complete, it is the HR factor that plays the most role in determining the achievement of goals.

Government organizations in developing and maintaining quality human resources are increasingly urgent in accordance with the dynamics of an ever-changing environment. For this reason, the role of human resources is indispensable in dealing with all the changes that occur. Human resources in the organization must always be developed on an ongoing basis to improve their abilities in accordance with organizational goals.

The realization of goal achievement represents how the effectiveness of task implementation in an organization is manifested in the size of the performance level. The achievement of organizational performance certainly cannot be separated from the role of human resources as a planning factor as well as its implementation.

The phenomenon of organizational performance at the Tulang Bawang Regency Education Office still looks not optimal, this can be seen from the fact that there is still a realization of achievements that are not in accordance with the target as planned. Many factors can affect organizational performance, including how to maximize employee morale. Employees can carry out their duties to the maximum, among others, determined by the motivation that encourages employees to work diligently, and have a high morale so that organizational goals can be achieved under leadership that can create a conducive atmosphere for the work environment.

Efforts to develop employee morale are an obligation of the organization in order to achieve organizational goals as planned. Employees will be more motivated to take responsibility for their work if the organization understands and pays attention to the needs of employees who basically work to get compensation, in this case in the form of salary. The spirit of work is also a concern in order to motivate, where the level of employee performance is also influenced by employee morale.

The phenomenon that occurs regarding the work enthusiasm of employees of the Tulang Bawang Regency Education Office can be said to
have not been maximized. This can be seen from the poor employee discipline where there is still a disciplinary attitude that is not as expected, namely in terms of punctuality of arrival and return hours, there are still many employees who arrive late. This strengthens the assumption that the level of morale of employees of the Tulang Bawang Regency Education Office is still not optimal.

Another factor that contributes to organizational performance is compensation (Fauzi, 2022). Compensation is all the rewards that an employee receives from his organization as a result of the services or energy he has provided to the organization (Gee, Manao, & Gohae, 2021). Compensation is also a reward given by employees, both direct and indirect, financial and non-financial, which is fair to employees for their contribution in achieving organizational goals, so that compensation is needed by organizations as well as to improve employee performance. The forms of financial compensation are salaries, wages, allowances and incentives, while for non-financial compensation are task variety, task identification, pleasant coworkers, working conditions and provision of appropriate status.

Humans have multilevel needs that include security, social, appreciation, and self-actualization. To meet these various needs, one of the things that can be done is to become a member of the organization. On the other hand, organizations must be able to create situations and conditions that encourage and enable employees to develop their abilities and skills optimally. One of the efforts taken by the organization to create this situation is by providing compensation that satisfies employees.

In order for employees who work to provide the best for the organization, motivating employees is very important to do. This must be immediately responded to by superiors on how to provide motivation so that employees can immediately feel in carrying out their work. If the provision of motivation to employees is less effective, it will have a direct impact on the performance of employees.

Providing rewards by providing compensation and motivation will affect the productivity of employee performance because indirectly the organization can provide work enthusiasm to employees so that employee morale increases (Diastuti, 2021). The direction of decisions taken by the organization towards motivation to employees will create mutually beneficial cooperation between the organization and employees to achieve the goals that have been set. This is supported by previous research by Marisa Zahra and Ali Mubarok that motivation and compensation affect work productivity (Pitriani & Mubarok, 2023). In relation to research that this research both discusses compensation.

Then further research by Wiwin Endra et al that work enthusiasm affects performance (Endra, Sarumaha, Dakhi, & Introduction, 2021). Then research on compensation in research by Tanod
that compensation and motivation affect performance. Fulfilling compensation as a good motivation will of course improve employee performance. A person's performance that describes the tendency of the values obtained from the assessments of a certain period (Aromega, Kojo, & Lengkong, 2019). Employee performance is the result of work during a certain period compared to various possibilities, for example standards, targets / goals or mutually agreed criteria. Employee performance is basically the result of employee work during a certain period.

The phenomenon seen in relation to the compensation received by employees of the Tulang Bawang Regency Education Office in the form of performance allowances provided is not in accordance with employee expectations, due to a mismatch with the high cost of living. Although there are periodic increases, they are not adjusted to the prevailing inflation rate, so employees find it difficult to meet their needs.

Based on the description above, the researcher feels the need to research with the title "The Effect of Morale and Compensation on Organizational Performance at the Tulang Bawang Regency Education Office".

**RESULTS AND DISCUSSION**

Based on the results of research on work enthusiasm and compensation on employee performance, the following results are obtained:

**Effect of Work Spirit on Organizational Performance**

The regression equation between the work spirit variable (X1) on the performance variable (Y) is $Y = 13.644 + 0.628X1$, which means that every one point increase in the work spirit variable will be followed by an increase in the performance variable by 0.628 points. This explains that if there is an increase in morale, organizational performance will also increase, and vice versa, if there is a decrease in morale, it will also have an impact on the decline in organizational performance of the Tulang Bawang Regency Education Office.

Calculated $t$ value = 5.304. When compared with the $t$ table at a significant level of 0.05 with df 26, namely 1.711, then $t$ count = 5.304 > $t$ table = 1.711 so it can be concluded that there is an influence between the work spirit variable (X1) on the performance variable (Y) at the Tulang Bawang Regency Education Office. Conceptually, this is in line with Davis' thinking which states that work enthusiasm is a willingness of feelings and behavior that allows a person to

surveys. This type of research in this study uses quantitative analysis techniques with multiple linear regression analysis.

**RESEARCH METHODS**

This research was conducted in Tulang Bawang using 26 people as the sample of this study. Data collection techniques using observation, documentation, questionnaires /
work to produce more and better work (Davis, 2014).

The amount of the Coefficient of Determination between work enthusiasm and performance is = 46.40%. This means that the work enthusiasm variable contributes 46.40% to changes in the organizational performance variable of the Tulang Bawang Regency Education Office. These results are in line with the results of previous research by Danti et al. which concluded that work enthusiasm has a positive effect on organizational performance (Danti, Hakam, & Mukzam, 2014).

Effect of Compensation on Organizational Performance

The regression equation between compensation and performance is \( Y = 11.896 + 0.660X_2 \), which shows that every one point increase in the compensation variable will be followed by an increase in the performance variable by 0.660 points. This shows that compensation also has an influence in improving performance.

The tcount value = 4.301. When compared with the t table at a significant level, namely 1.711, then tcount = 4.301 > t table = 1.711, so it can be concluded that; The hypothesis that states there is an influence between the compensation variable \( X_2 \) on performance \( Y \) can be accepted. Conceptually, this is in line with the theory of Mathis and Jackson who say that one way for management to improve work performance, motivate and improve employee performance is through compensation (Mathis, 2010).

The coefficient of determination between compensation \( X_2 \) on performance \( Y \) is 45.60%. This means that the compensation variable contributes 45.60% to the variation in changes in organizational performance of the Tulang Bawang Regency Education Office. Empirically, these results are in line with the conclusions of previous research by Sipahutar et al, namely compensation has a positive effect on organizational performance (Sipahutar, Hutagalung, & Panggabean, 2022).

The Effect of Morale and Compensation on Employee Performance of the Tulang Bawang Regency Education Office

The multiple linear regression equation of the effect of morale and compensation on employees of the Tulang Bawang Regency Education Office is \( Y = 10.809 + 0.549X_1 + 0.495X_2 \). Based on this equation, it is concluded that the regression coefficient value \( X_1 = 0.549 \) is greater than the regression coefficient \( X_2 = 0.495 \). This shows that the influence of the work enthusiasm variable is more dominant than compensation in improving performance at the Tulang Bawang Regency Education Office.

The results of the anova test or F test show that the calculated F value of 16.643 is greater than the F table at the 0.05 significance level with df 26 obtained a value of 3.385, thus F count = 16.643 > F table = 3.385. The significant level is 0.000 because the probability is much smaller than 0.05, then work enthusiasm \( X_1 \) and compensation \( X_2 \) together (simultaneously) affect
performance (Y) at the Tulang Bawang Regency Education Office. The magnitude of the effect of work enthusiasm and compensation on performance is 56.00% and the remaining 44.00% is an adjustment of other factors not examined in this study. Empirically, the results of this study are in line with Roziki and Irbayuni et al who concluded that simultaneously compensation and morale have a positive effect on performance (Roziki, Irbayuni, & Irbayuni, 2022).

CONCLUSIONS AND IMPLICATIONS

Conclusions
Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. There is an influence of the work spirit variable on organizational performance at the Tulang Bawang Regency Education Office, this is evident from the results of the calculation of the Partial Hypothesis Test through the t test (test) obtained the tcount value between compensation and organizational performance of 5.304, and the result of tcount = 5.304 > ttable = 1.711. The regression equation for work enthusiasm on organizational performance is Y = 13.644 + 0.628X1. The coefficient of determination between work enthusiasm and organizational performance is 46.40%.

2. There is an effect of compensation variables on organizational performance, this is evident from the results of the calculation of the Partial Hypothesis Test through the t test (test) obtained the tcount value between compensation and organizational performance of = 4.301 and tcount > ttable 1.711. The regression equation for compensation on organizational performance is Y = 11.896 + 0.660X2. The coefficient of determination between compensation and organizational performance is 45.60%.

3. There is an influence of work enthusiasm and compensation on organizational performance. The results of simultaneous hypothesis testing of work enthusiasm and compensation on organizational performance are evidenced by the results of the calculation of the Fhitung test = obtaining a result of 16.643 and much greater than the Ftabel value = 4.149, at a significant level of 5% with Db = 26. So Fhitung is greater than Ftabel (Fcount > Ftable). The Coefficient of Determination test shows that the variation in work enthusiasm and compensation is able to explain organizational performance at the Tulang Bawang Regency Education Office by 56.00%, while the remaining 44.00% is another variable outside the study.

Implication
Based on the results of the questionnaire answers, the essence that can be conveyed is as
follows:

1. The results of respondents' answers to the work morale variable questionnaire with the lowest response were number 3, namely having high work discipline as seen from the attendance level of 3.12, for this reason the Head of the Tulang Bawang Regency Education Service should try to increase employee work morale by providing awards and recognition for those who have attendance levels that exceed the set targets.

2. The results of respondents' answers to the inflation variable questionnaire with the lowest response were number 5, namely the amount of the increase in allowances is adjusted to the prevailing inflation rate of 3.08. For this reason, policy makers should determine the amount of periodic increases in allowances, they need to calculate the current inflation rate. This is intended so that employees of the Tulang Bawang Regency Education Service can make more optimal use of these allowances in order to meet their needs.

3. In the performance variable questionnaire, it was found that the respondent's answer with the lowest response was number 2, namely that the target was always achieved in accordance with the plan of 3.19. Therefore, in the future, employees of the Tulang Bawang District Education Office need to emphasize the importance of achieving the average -average achievement of targets that have been set and mutually agreed upon. Because this will have a direct impact on the capabilities of the agency in particular and the Regional Government of Tulang Bawang Regency in general. Furthermore, in setting targets, policy makers should be more careful with the correlation of existing resources from both internal and external aspects, so that the targets set become more realistic for employees to achieve.

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