



The Impact of Motivation, Compensation and Organizational Culture of The IGM Foundation on Increasing The Performance of Study Program on The STEBIS IGM

Chandra Satria^{1*}, Rofiq²

¹ Sekolah Tinggi Ekonomi dan Bisnis Syariah (STEBIS) Indo Global Mandiri, Indonesia

¹ Sekolah Tinggi Ekonomi dan Bisnis Syariah (STEBIS) Indo Global Mandiri, Indonesia

Email correspondence: Chandras@stebisigm.ac.id

Keywords :
Motivation,
Compensation
Organizational
Culture,
Performance

Kata Kunci :
Motivasi,
Kompensasi,
Budaya
Organisasi,
kinerja

Abstract

A company's organizational effectiveness is a crucial factor in determining how sustainable the company will be in the future. This article's goal is to clarify how corporate culture, pay, and motivation relate to the success of study programs at the Indo Global Mandiri Campus. The whole academic community of the Indo Global Mandiri School of Sharia Business Economics Study Program (STEBIS IGM) as well as the leadership of the Indo Global Mandiri Foundation management body made up the 50 respondents in the research sample. Using the IBM SPSS 25 statistical test, the survey approach manages quantitative data. The study's findings indicate that: Performance and motivation variables have a weak and negative association, suggesting that motivation components are less. The implications show that the factor of increasing compensation for employees will be able to have an influence on improving existing performance even though it will not have much of an impact on what is expected by the organization; Organizational culture variables have a positive and significant relationship to the performance of the STEBIS Indo Global Mandiri Study Program

Abstrak

Kinerja organisasi sebuah bisnis adalah pertimbangan penting untuk mengukur keberlanjutan masa depan organisasi bisnis tersebut. Tujuan dari artikel ini adalah untuk menjelaskan hubungan antara variabel motivasi, kompensasi, dan budaya organisasi terhadap kinerja program studi di Kampus Indo Global Mandiri. Penelitian ini melibatkan 50 responden, termasuk seluruh komunitas akademik Program Studi Ekonomi Bisnis Syariah Sekolah Tinggi Ekonomi Bisnis Syariah Indo Global Mandiri (STEBIS IGM) dan pimpinan badan pengelola Yayasan Indo Global Mandiri. Metode survei yang melibatkan pengelolaan data kuantitatif dan menggunakan uji statistik IBM SPSS 25. Hasil penelitian menunjukkan bahwa variabel motivasi memiliki korelasi negatif dan tidak signifikan dengan kinerja, yang berarti bahwa faktor motivasi tidak mampu mendorong perbaikan. Selain itu, variabel kompensasi memiliki korelasi positif dan tidak signifikan dengan kinerja Program Studi STEBIS Indo Global Mandiri.

INTRODUCTION

Human Resource Management is a description of a planning process which is manifested in the form of activities involving other people to achieve a goal (Sihotang , 2017). (*Sofia Renita-150810201095_* , nd) . Organizational management that is formed from good management is an important thing to do (Lijan Poltak S, 2016). The quality and behavior of human resources will determine the importance of successfully achieving company goals. This success is determined by the performance of its employees. Employee performance must reflect optimal quality and quantity so that company goals are achieved (Mangkunegara, 2016:48). (Hanafi & Yohana, 2017)

According to Siagian (2015) motivation variables have an impact on employee work results. Motivation embodies activities towards a person's passion for working well and is integrated with the desired goals. Meanwhile, according to Mathis and Jackson (2015: 80), motivation is the potential to work that a person has in the form of real action. Motivation is the willingness to carry out maximum efforts to achieve conditioned institutional goals. Based on the business's ability to satisfy certain individual needs (Robbins and Judge, 2017). Suparno (2015) motivation can give rise to a person's desire to work better. Research by Prasetyanto (2016) and Lestari (2018) found that motivation has a significant effect on employee performance.

Apart from motivation, compensation is also a variable that influences employee performance. This form of compensation can be in the form of wages, or goods for the consequences of work that has been done (Hasibuan, 2015). According to Hariandja (2017) compensation is a reward for all the work that has been done. Meanwhile, according to Handoko (2016), compensation is part of a system that has been prepared to bind employees to continue working within the company. Compensation is something that is given great attention so that it can have an impact on improving employee performance (Sedarmayanti , 2017). From research conducted by Indriani (2017), Darmawan (2017), Fitriani (2018), the results showed that compensation has a significant impact on employee performance. Organizational culture is a joint program that is agreed upon in the form of rules or habits that should be carried out (Robbins, 2017). According to Mondy and Noe (2015) organizational culture is a group of series of jobs that are integrated with values, beliefs and habits in an institution that have an impact on each other. Mangkunegara (2016) said that organizational culture is a series of information developed within the company to become a common reference so that it can be obeyed and acted upon. From research by Anggaraini (2015), Kumala (2017) and Sasongko (2017), Employee performance is significantly impacted by organisational culture. (W. Lestari, 2017) .

Foundation , which is located in the city of Palembang, South Sumatra province, is an educational foundation that has been established since 1998 and focuses on providing educational services with formal school services from elementary school to tertiary level. The number of permanent employees of the foundation is more than 200 people (source of initial interviews in the field). From the results of temporary observations made by the author on employees, information was obtained that the Indo Global Mandiri Foundation has prepared a

vision and mission to improve human resource capabilities, especially in the field of formal education, from elementary to tertiary level. A manifestation of the foundation's commitment IGM is implemented in the form of organizational management that is professional, competent in its field , accountable, transparent and trustworthy. For universities themselves, the Indo Global Mandiri Foundation oversees STEBIS Indo Global Mandiri, namely universities under the coordinator of Kopertais Region VII South Sumatra, Ministry of Religion of the Republic of Indonesia. Since its founding in 2014 until now 2021. STEBIS Indo Global Mandiri has had 2 (two) sharia economics and sharia banking (first degree) study programs with 14 lecturers and approximately 500 students. The quality and performance of higher education institutions refers to the SN Dikti standards in the Minister of Education and Culture Regulation No. 44 of 2015 as well as the higher education standards themselves which are set and recognized by the Indo Global Mandiri Foundation. To be able to realize good higher education standards referring to the criteria above, it is necessary to build unity in work through motivation, compensation and a supportive organizational culture. Sharia economics and business colleges have full authority in organizing higher education tri dharma programs. The Indo Global Mandiri Foundation has full authority for the placement of human resources, infrastructure to support activities, as well as financial support for the implementation of educational activities at the Indo Global Mandiri College of Economics and Sharia Business (STEBIS) . These two things are very closely related to improving the performance of both parties. This research update highlights the phenomenon of collaborative relationships carried out between the Indo Global Mandiri Foundation as the organizing body and the implementing unit under the auspices of the foundation, in this case the Sharia Economics and Business College. To see the synergy of these two authorities, the author is interested in studying the supporting factors that influence performance, especially in study programs at the Indo Global Mandiri Islamic Economics and Business College (STEBIS).

1. The Effect of Motivation on Employee Performance

In the previous research above, there were 9 work motivations that had a significant effect on employee performance, namely: According to Mangkunegara (2016) motivation is a fundamental thing for people to carry out their activities more actively . Motivation is a strong driving tool for someone to work (Zamir, Ali, Nisar and Amir, 2015), Motivation is defined as an impulse in humans that gives rise to, directs and organizes behavior (Darmawan, 2016). Research conducted by Mustofa (2016), Fernanda (2016) and Anwar (2015) showed that motivation has a significant impact on employee performance. Motivation arises from the existence of needs for

oneself and the drive of individual desires which are directed towards the goal of obtaining satisfaction (Hasibuan and Handayani 2017).

Factors That Influence Motivation According to Hasibuan (2015), the following are things that influence motivation, namely: A. Leadership; B. Employee behavior; C. Place and location of work; Meanwhile, according to Siagian (2015), other things that influence motivation refer to individual characteristics, namely: 1. Biography which includes: a. Age; b. Gender; c. Life partner; d. The size of the family owned; e. Length of Work; 2. Personal behavior; 3. Point of view; 4. Intelligence; 5. Principles in life; 6. Action; Self-capacity. (Theodora, 2015). Motivational efforts are to eliminate factors that weaken a person's drive to be more confident and confident that what they want will be achieved. Edwin B. Flippo (2013) states that motivation is a way of providing direction and guidance to employees so that they work together to achieve goals. Hamzah B. Uno (2010) states that the measurement dimensions of work motivation can be grouped as follows: Responsibility for carrying out work. Achieving clear goals, clear target direction, comfort in working, good competence among fellow employees, best target for every business achievement. (Aditya Kamajaya Putra, 2013)

2. The Effect of Compensation on Employee Performance

There was one remuneration that significantly impacted employee performance in earlier study, specifically: There were four compensations that significantly impacted employee performance, specifically: According to Sedarmayanti (2017), pay is a goal that employees aspire to attain since one of the primary reasons people work is to support themselves. As a result, compensation has a significant influence in enhancing employee performance. to get the imbalance by improving performance. If employees feel that the imbalance they receive is proportional to the contribution they make to the company, then employees will try to pay attention to and improve their performance in the future (Panggabean, 2004). according to Karyawati (2014) and Fernanda (2016), compensation has a positive and significant effect on employee performance. **Factors That Influence Compensation** According to Flippo (2013; 59). These factors include the following: a. *Demand and supply*, b. *labor unions*, c. *Ability to pay*, d. *Productivity*, e. *Cost of living*, *Government* (Sofia Renita-150810201095_, nd). **Compensation indicators** according to Handoko (2008) are as follows: Compensation for mandatory work permits. Protection of personal security. Public service. Pension plan. (Astarina, 2018).

3. The Influence of Organizational Culture on Employee Performance

In the previous research above, there were 3 work cultures that had a significant influence on employee performance, namely: Previous research

conducted by Anwar (2015) and Saputra (2015) obtained results that work culture had a significant impact on employee performance. (W. Lestari, 2017) According to Cushway and Lodge (2000), organizational culture is something that has an influence on the patterns and actions carried out in work . Meanwhile, in Davis's (1984) view, organizational culture is a pattern of understanding that has become a guide to be realized in the form of activities to be carried out. Siagian (2002) organizational culture is a point of view that is built together in an action in the organization. According to the experts above, it can be concluded that organizational culture is the principles that serve as a reference for human resources to behave, act and act to realize the goals or targets to be achieved. (*Sofia Renita-150810201095_* , nd) . Robbins (2017; 359) states that organizational culture is an action by employees based on the understanding that is usually done. (*Sofia Renita-150810201095_* , nd) Organizational culture is a follow-up activity. A strong managerial style and ability to communicate together common goals and priorities is very important in modern institutions. (S. Amalia & Fakhri, 2016) . According to Robbins (1996), there are seven dimensions of **organizational culture indicators** , namely: creativity, focus, goals end, goal Personal, Goal together, active, consistent (W. Lestari, 2017).

4. Study program performance

According to Mangkunegara (2016), the term performance comes from the words actual performance (actual achievements carried out. (Aditya Kamajaya Putra, 2013) Then the definition of performance is the achievements obtained for the work that has been done. Hasibuan (2015), employee performance is the achievement of the final results work received is based on expertise, experience, sincerity and time. Meanwhile, Wibowo (2009:22), states that employee performance is the achievement of work results based on the quality and quantity produced. Performance is a benchmark for comparing what is done with the standards set . must be determined (Dessler, 2004). **Factors that influence performance according to** Mahmudi (2005), things that impact work results consist of: 1. Personal, .2. Leadership., 3. Team., 4. System . (*SCRIPTION333-170425489* , nd) . Meanwhile, according to Tiffin and Mc. Cornick (2001) states that there are two types of factors that influence a person's performance, namely: 1. Individual. 2. Situational. 3. Society (Arimurti Kriswibowo, Bambang Tri Harsanto, 2017) . Robbins (2017:90) suggests that there are five indicators of performance as follows : Quality 2. Quantity 3. Timeliness 4. Collaboration (Hanafi & Yohana, 2017) . Definition of Performance Appraisal Performance appraisal is a form of activity that operates according to applicable rules to monitor all activities carried out. (Learning, nd) The purpose of performance appraisal is to improve or encourage organizational performance to be better in the future. According to Slamet (2007), performance appraisal is the stage of assessing

employees by comparing standards that have been set by an organization. (S & Economics, 1945) . **Performance measurement dimensions** according to Mangkunegara (2013). The dimensions of performance measurement are: 1. Work quality; 2. Work quantity; 3. Implementation of experiential tasks; 4. Responsibility (Aryana & Tj., 2017) , according to Sutrisno (2010) performance includes: 1. Effectiveness and efficiency ; 2. Authority and responsibility; 3. Work discipline; 4. Initiative. (Jufrizen, 2017) . According to Eva Nuroniah , performance includes: 1. standards of work results; 2. Targets that have been determined in advance; 3. Targets that have been mutually agreed upon. (Nuroniah & Triyanto, 2015).

RESEARCH METHODS

The scope of research

The research design is the initial framework for developing a problem that will produce a solution (Arikunto , 2016). (*Sofia Renita-150810201095_* , nd) This research will explain the influence of motivation, compensation, organizational culture of the Indo Global Mandiri Foundation with the moderating variables of morals and ethics on the performance of the Indo Global Mandiri Palembang Sharia Economics and Business College study program.

Method used

Method of collecting data uses Questionnaire, Interview, Literature Review (Aditya Kamajaya Putra, 2013)

Population and Sample

Population is a group of individuals or events that have certain characteristics (Indrianto and Supomo, 2012: 115). The population that is the object of this research is 100 employees of the Indo Global Mandiri Foundation, consisting of Foundation leaders, STEBIS IGM, teaching staff, employees within the Indo Global Mandiri Foundation , students, and stakeholders who collaborate with the Indo Global Mandiri Islamic Economics and Business School. (Astarina, 2018) . The sample is a portion of the population whose characteristics are to be studied (Djarwanto , 2010:43). This sample was taken using the Slovin formula (in Riduan , 2005) . The formula is $n = N/(1+N(e)^2)$ with the information $n =$ sample; $N =$ population (250); $e = 95\%$ precision value or $\text{sig} = 5\% (0.5)$.

$$n = N/1+N(e)^2$$

$$n = 100 / (1 + 100(0.05)^2)$$

$$n = 100/1.25$$

$$n = 80 \text{ people}$$

So the questionnaire that will be distributed for this research is 80 samples.

Analysis Method Quantitative data

Operational definition Variable

The operational definition of a variable is a common point of view for those conducting research and those reading the research results (Hasan, 2005). (Learning, nd) The operational definition of variables contains indicators of each variable in the research. The operational definition of variables also aims to emphasize knowledge of the variables used in this research, which are as follows :

1. Motivation (X1) is the needs that encourage employees to work well. Referring to Abraham Maslow's hierarchy of needs theory, in this research motivation is the perception of leaders , heads of study programs, teaching staff, employees within the Indo Global Mandiri Foundation , students, and stakeholders who collaborate with STEBIS IGM on matters such as following:
 - a. Indo Global Mandiri Foundation meets employees' daily needs / physiological needs
 - b. Indo Global Mandiri Foundation provides safe and adequate work equipment and equipment.
 - c. Indo Global Mandiri Foundation employs in-house employees which increases [interaction social](#).
 - d. Colleagues and superiors give appreciation for their strengths and positive things they do employee.
 - e. Indo Global Mandiri Foundation provides work that makes employees useful for people other.
2. Compensation (X2) is the right that STEBIS IGM employees will get as a consequence of the work they have done. Referring to Simamora (2004:78), the indicators for the compensation variable are as follows following:
 - a. The basic wage received is able to meet basic needs employee.
 - b. Overtime pay received from excess working hours fulfills a sense of justice.
 - c. Health benefits provide flavor safe.
3. Organizational culture (X3) is a system of shared meanings such as beliefs, norms and values that are adhered to and used as guidelines by employees of the Indo Global Mandri Foundation . Referring to Moheriono (2016: 102), organizational culture indicators are as follows:
 - a. Comply with all existing regulations set.
 - b. Good cooperation with colleagues Work.
 - c. [Maintain the trust of colleagues](#).

Indo Global Mandiri study program in accordance with the responsibilities given by SN Dikti and STEBIS Indo Global Mandiri standards.

Framework of Thought

This research uses motivation, compensation and organizational culture as independent variables, work performance as the dependent variable. The difference with previous research is that this research looks at the influence of the motivation, compensation and organizational culture variables of the Indo Global Mandiri Foundation on the performance of the STEBIS IGM study program:

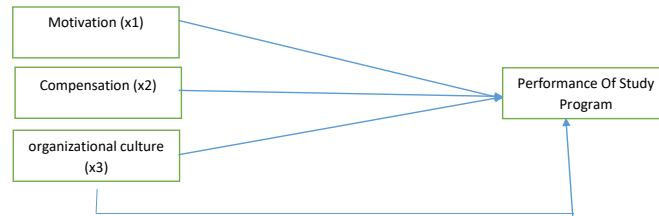


Figure 1. Framework of Thought research

RESULTS AND DISCUSSION

Primary and secondary data from research sources that were gathered straight from the original source—such as interviews or observations of an item, event, or test results—are used in this study. Purposive sampling, or sampling based on predetermined criteria, was the method used for sampling in this study. Non-probability sampling, which does not provide every component or member of the population an equal chance of being chosen as a sample, is the sampling strategy that will be applied in this study. using a purposive sampling approach. The criteria used in sampling are:

- a. Lecturer in the STEBIS IGM Study Program
- b. STEBIS IGM employee
- c. STEBIS IGM students/students

Table. 1. Respondents who responded

No	Amount
Lecturer	6
Employee	5
Student/I	39
Total	50

QUANTITATIVE DATA ANALYSIS TEST

1. Validity test

Based on the processing results for testing the level of validity of the variable indicators X 1 ,

X1: Motivational Variable, Correlations

		X11	X12	X13	TOTALX 1
X11	Pearson Correlation	1	-.091	,092	,432 **
	Sig. (2-tailed)		,529	,526	,002
	N	50	50	50	50
X12	Pearson Correlation	-.091	1	-.038	,589 **
	Sig. (2-tailed)	,529		,793	,000
	N	50	50	50	50
X13	Pearson Correlation	,092	-.038	1	,662 **
	Sig. (2-tailed)	,526	,793		,000
	N	50	50	50	50
TOTALX 1	Pearson Correlation	,432 **	,589 **	,662 **	1
	Sig. (2-tailed)	,002	,000	,000	
	N	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

All questions on variable X1, namely Motivation, are valid. This can be seen from the results of the validity test via SPSS 26, all numbers show below 0.05, namely X11 of 0.002; X12 of 0.000; X13. is 0.000 All calculated r values are above 0.279 (r table)

X2: Compensation Variable Correlations

		X14	X15	X16	TOTALX2
X21	Pearson Correlation	1	,080	,140	,741 **
	Sig. (2-tailed)		,579	,330	,000
	N	50	50	50	50
X22	Pearson Correlation	,080	1	,255	,603 **
	Sig. (2-tailed)	,579		,074	,000
	N	50	50	50	50

X23	Pearson Correlation	,140	,255	1	,614 **
	Sig. (2-tailed)	,330	,074		,000
	N	50	50	50	50
TOTALX2	Pearson Correlation	,741 **	,603 **	,614 **	1
	Sig. (2-tailed)	,000	,000	,000	
	N	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

All questions on the compensation variable X2 are valid. r calculation shows results above 0.279 and a significant value below 0.05

X 3 Organizational Culture Variables Correlations

		X21	X22	X23	TOTALX 3
X21	Pearson Correlation	1	,288 *	,454 **	,805 **
	Sig. (2-tailed)		,042	,001	,000
	N	50	50	50	50
X22	Pearson Correlation	,288 *	1	,268	,707 **
	Sig. (2-tailed)	,042		,060	,000
	N	50	50	50	50
X23	Pearson Correlation	,454 **	,268	1	,723 **
	Sig. (2-tailed)	,001	,060		,000
	N	50	50	50	50
TOTALX 3	Pearson Correlation	,805 **	,707 **	,723 **	1
	Sig. (2-tailed)	,000	,000	,000	
	N	50	50	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

All questions on variable X3 Organizational Culture are valid. r calculation shows results above 0.279 and a significant value below 0.05

Y Study Program Performance

Correlations

		Y11	Y12	Y13	TOTAL
Y11	Pearson Correlation	1	,481 **	,481 **	,868 **
	Sig. (2-tailed)		,000	,000	,000

	N	50	50	50	50
Y12	Pearson Correlation	,481 **	1	,864 **	,834 **
	Sig. (2-tailed)	,000		,000	,000
	N	50	50	50	50
Y13	Pearson Correlation	,481 **	,864 **	1	,834 **
	Sig. (2-tailed)	,000	,000		,000
	N	50	50	50	50
TOTAL	Pearson Correlation	,868 **	,834 **	,834 **	1
	Sig. (2-tailed)	,000	,000	,000	
	N	50	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

All questions on the Study Program Performance Y variable are valid. r calculation shows results above 0.279 and a significant value below 0.05

2. Reliability Test

Variable X1 Motivation

Reliability Statistics	
Cronbach's Alpha	N of Items
,704	3

Variable X2 Compensation

Reliability Statistics	
Cronbach's Alpha	N of Items
,661	3

Variable X3 Organizational Culture

Reliability Statistics	
Cronbach's Alpha	N of Items
,620	3

Variable Y Study Program Performance

Reliability Statistics	
Cronbach's Alpha	N of Items
,728	3

Reliability test results for all research variables show values above 0.6. This means that all questions in this research are reliable.

3. Multiple Linear Regression Test Test the Research Model

F Square Table
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	,781 ^a	,610	,584	,843	,610	23,959	3	46	,000

a. Predictors: (Constant), TOTALX3, TOTALX2, TOTALX1

The results of the test table above show that the R Square is 0.781 and the significance level is below 0.05. This illustrates that this research model is good and has strong variable relationships. An r square value of 0.781 means that the influence of research variables has an impact of 78.1 percent on increasing the performance of the STEBIS Indo Global Mandiri study program while the remaining 21.9% is influenced by other variables not discussed in this research.

Partial t Test Table
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	4,401	3,020		1,457	,152
	Motivation	-.234	,157	-.214	-1,488	.144
	Compensation	,061	.134	,058	,458	,649
	Organizational culture	,845	.144	,665	5,856	,000

a. Dependent Variable: PERFORMANCE of Study Program Y

The motivation variable's beta is -0.234, and the significance level is 0.144, according to the test table data above. This demonstrates that motivational factors have a negative and insignificant impact on improving STEBIS Indo Global Mandiri Study Program performance; With a significance level of 0.649, the compensation variable's beta results for improving the STEBIS Indo Global Mandiri Study Program's performance were 0.061. This demonstrates that the compensation variable has a favourable and non-significant impact on improving the STEBIS Indo Global Mandiri Study Program's performance; The variable that has a variable beta of 0.845 at a significance level of 0.000 is Organisational Culture. This demonstrates that the Organisational Culture variable significantly and favourably affects the STEBIS Indo Global Mandiri Study Program's performance improvement variable. From the results of the t test above, the equation that can be prepared in this research is

$$Y = 4.401 - 0.234.X1 + 0.61.X2 + 0.845X3 + 5\% \text{ margin of error}$$

ANOVA Test Table

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51,025	3	17,008	23,959	,000 ^b
	Residual	32,655	46	,710		
	Total	83,680	49			

a. Dependent Variable: YPRODUCTION PERFORMANCE

b. Predictors: (Constant), TOTALX3, TOTALX2, TOTALX1

ANOVA table above shows that the influence of the Motivation, Compensation and Organizational Culture variables together has an influence on increasing the performance of the STEBIS Indo Mandiri Study Program with an ANOVA f coefficient test level of 23.959 and a significance level below 0.05.

DISCUSSION

1. Motivation on Employee Performance

Statistical tests on the Motivation variable on Employee Performance show that the beta of the Motivation variable is -0.234 and the significance level is 0.144. This shows that the influence of motivation variables on increasing the performance of the STEBIS Indo Global Mandiri Study Program is negative and not significant. Mangkunegara (2016) states that motivation is a fundamental thing for people to carry out their activities more actively. Motivation is a strong tool for driving someone to work (Zamir, Ali, Nisar and Amir, 2015). Several previous studies (Darmawan, 2016); Mustofa (2016); Fernanda (2016); Anwar (2015) and Hasibuan

and Handayani 2017) show research results that good motivation obtained by employees will be able to encourage performance at work. The results of this previous research do not support what was tested in the results of existing research statistical tests on the performance of the STEBIS IGM Study Program. The form of motivation provided by the Management Leadership of STEBIS IGM and the IGM Foundation for the work motivation of lecturers and teaching staff is in the form of rules contained in the Personnel Foundation Decree No.245/YYS-IGM/SK/XII/2021 and coaching techniques provided by the management leadership of STEBIS IGM and the IGM Foundation in the form of several provisions which serve as direction and form the basis for employee motivation at work. The motivation in this research shows that the perception of leaders , heads of study programs, teaching staff, employees within the Indo Global Mandiri Foundation, students, STEBIS IGM to create a competent and good study program in the field of Sharia Economics and Banking is still not optimal due to the views and performance of several sections that do not fully support the vision and mission of the study program. Examples of several cases were found in several meetings held to carry out evaluations and work plans followed by only a handful of parties present. This activity should be optimized at least based on the number of participants present so that all inspiration and work plans can be prepared better from the start of the meeting and accommodate input which will ultimately be a joint commitment to achieving the vision and mission of the STEBIS IGM study program. The results of this statistical test analysis indicate that lecturers, teaching staff and students in carrying out their workload and regulations are less than optimal in responding to providing motivation to work well, because in carrying out their daily duties and work they are not careful enough to work based on their workload and work regulations. which is enforced. This analysis shows the important role for leadership to improve and increase the job satisfaction of lecturers through equal distribution of assignments in accordance with applicable regulations and implementation and strengthening of good monitoring so that lecturers and teaching staff are consistent and make maximum effort to carry out their duties well.

2. The Effect of Compensation on Employee Performance

The Beta Results of the Compensation Variable for increasing the Performance of the STEBIS Indo Global Mandiri Study Program were 0.061 with a significance level of 0.649. This shows that the influence of the compensation variable on increasing the performance of the Indo Global Mandiri STEBIS Study Program is positive and not significant. Previous research by Sedarmayanti (2017); (Panggabean , 2004). Karyawati (2014) and Fernanda (2016) show that the level of compensation has a significant effect on performance and has an important role in improving employee performance. The main reason someone works is to meet the needs of life from the imbalance that employees receive from work, so compensation is a goal that employees want to achieve. to get the imbalance by improving performance. If employees feel that the imbalance they receive is commensurate with the contribution they make to the company, then employees will try to pay attention and improve their performance in the future. Compensation in the form of

income or salary given by the IGM Foundation to employees who work is regulated in the Personnel Foundation Decree No.245/YYS-IGM/SK/XII/2021 containing the compensation that must be received and the consequences or violations that have an impact on salary reduction. The Personnel Regulations issued by the IGM Foundation show that all permanent employees, both lecturers and education staff, have received income above the Regional Minimum Wage level for South Sumatra Province, namely a minimum value of Rp. 3,565,000 based on the Decree of the Governor of South Sumatra Number 877/KPTS/ Disnakertrans /2022 . The results received by IGM employees show a good level of satisfaction and have a positive influence on work performance within IGM itself.

3. Organizational Culture on Employee Performance

Culture variable produces a variable beta of 0.845 with a significance level of 0.000. This shows that the Organizational Culture variable has a positive and significant influence on the performance improvement variable of the IGM STEBIS Study Program. Anwar 's previous research (2015); Saputra (2015); (W. Lestari, 2017) shows that organizational culture has a significant influence on employee performance. The results of this research are in line with the results of tests carried out by researchers, namely that there is a positive and significant influence of Organizational Culture on Improvement Performance of STEBIS IGM Study Program. The Organizational Culture of the STEBIS IGM Study Program refers to other than written rules in the form of IGM Foundation decisions, it is also regulated through derivative mechanisms which are further regulated in the form of policies or directions from the STEBIS IGM Leadership. Comply with all the regulations that have been set. This form of organizational culture can be seen from the good cooperation with colleagues, such as the implementation of research preparation with lecturers and community service as a form of implementing the tridharma of higher education. Tri Dharma activities Lecturers also actively involve students both in preparation and implementation of activities. Another form of organizational culture in the STEBI IGM study program is a culture of spiritual formation and daily direction with prayer activities and reading the Yasin surah every morning before it is carried out. The annual organizational culture implemented by the IGM Study Program has changed to outbound activities held together with the entire academic community at the lecturer, teaching staff and student levels of all generations in certain places in the wild with the aim of providing motivation to build a good organizational culture with a spirit of togetherness and maintaining trust in accordance with the mandate of the duties and functions of each individual in their work...

CONCLUSION

Based on the results of testing the research variables above, and the implications obtained from the results of the field study are:

1. The motivation variable has a negative and insignificant relationship with the performance of the STEBIS Indo Global Mandiri study program. This shows that motivational factors are less able to help improve a company's performance, as seen in the management of a higher education institution.
2. The compensation variable has a positive and insignificant relationship with the performance of the STEBIS Indo Global Mandiri study program.
3. The success of the STEBIS Indo Global Mandiri Study Program is significantly and favorably correlated with the organizational culture variable. This demonstrates that creating an organizational culture through consistent procedures or circumstances that are carried out in line with planning can both significantly increase the influence of performance and have a positive effect on performance improvement.
4. The STEBIS Indo Global Mandiri Study Program's performance indicators are primarily influenced by organizational culture factors rather than motivation and compensation factors.
5. The STEBIS Indo Global Mandiri Study Program's performance is influenced by organizational culture, motivation, and compensation all at once. This demonstrates how organizational management may effectively and significantly improve a higher education study program's performance by maximizing and implementing incentive, compensation, and organizational culture.

REFERENCES

- Aditya Kamajaya Putra, AF (2013). THE INFLUENCE OF INTRINSIC MOTIVATION AND EXTRINSIC MOTIVATION ON Aditya's JOB SATISFACTION. *Journal of Business and Management Volume 6 No. 1 August , 6 (1), 59-66.*
- Amalia, F. (2013). Islamic Business Ethics: Concepts and. *Islamic Business Ethics: Concept and Implementation for Small Business Actors , 95 , 116-125.*
- Amalia, S., & Fakhri, M. (2016). The Influence of Work Motivation on Employee Performance at PT. Gramedia Asri Media Emerald Bintaro Branch. *Journal of Computech & Business , 10 (2), 119-127.*

- Amelinda Pratana; Eternal Ferryal. (2018). Analysis of the Influence of Work Ethic, Work Relations and Career Development on Organizational Commitment and Impact on Employee Performance. *Employment Relations* , 1 (02), 84–92. <https://media.neliti.com/media/publications/267980-analysis-influenced-etos-kerja-leksi-ke-5ea0cfd0.pdf>
- Anis, DAI (2016). The Influence of Ethics, Independence, Audit Experience and Premature Sign Off on Audit Quality. *Accounting Analysis Journal* , 5 (1), 1–7. <https://doi.org/10.15294/aa.v5i1.9756>
- Ardiana, T.E. (2017). The Influence of Teacher Work Motivation on the Performance of Vocational School Accounting Teachers in Madiun City. *Journal of Accounting and Taxation* , 17 (02), 14–23. <https://doi.org/10.29040/jap.v17i02.11>
- Arimurti Kriswibowo, Bambang Tri Harsanto, and DK (2017). The Influence of Leadership and Work Environment on Employee Performance at PT. Pegadaian (Persero) Medan Regional Office I Efforts to Improve the Performance of Banyumas Regency Regional Library and Archives Office Employees. *Governance Dynamics: Journal of State Administration Science* , 7 (2). <http://ejournal.upnjatim.ac.id/index.php/jdg/article/view/1205/1025>
- ArjiHarahap, S. (2000). Implementation of Sharia Management in Management Functions. *Journal of Visual Languages & Computing* , 11 (3), 287–301.
- Aryana, P., & Tj., HW (2017). The Influence of Organizational Culture, Work Ethics and Loyalty on Employee Performance (Case Study of Non-Academic Support Employees at XYZ University). *Scientific Journal of Business Management* , 17 (2), 89–110.
- Astarina, I. (2018). The Influence of Motivation and Compensation on Employee Performance at Pt. Alfa Scorpii Pematang Reba. *Journal of Management and Business* , 7 (4), 1–9. <https://doi.org/10.34006/jmb.v7i4.2>
- Baidowi, A. (2011). Islamic Business Ethics in an Islamic Perspective. *Islamic Law* , 9 (1412–3851), 239–250.
- Chusna, N. (2017). Analysis of the application of Islamic resource management in workforce management. In *Thesis* . <http://eprints.walisongo.ac.id/id/eprint/7945/1/132411027.pdf>
- Dalmeri. (2014). Education for Character Development. *Al-Ulum*; , 14 (9), 269–288. <https://media.neliti.com/media/publications/217440-none-3bd0f990.pdf>
- Di, P., Operation, D., & Pusri, PT (2016). The Influence of Work Motivation on the Performance of Executive Level Employees in the Operations Division of Pt. Pusri Palembang. *Psychics: Journal of Islamic Psychology* , 1 (2), 43–53.
-

- Djayadin, C., & Fathurrahman, F. (2020). Humanism Theory as a Basis for Religious Ethics (Ibn Athā'illah Al-Sakandarī's Perspective). *Al-Izzah: Journal of Research Results* , 15 (1), 28. <https://doi.org/10.31332/ai.v0i0.1788>
- F, MM (2018). UNDERSTANDING ETHICAL THEORIES: HORIZONS AND VIEWS By: Mohammad Maiwan □. *Jakarta State University Journal* , 193–215.
- Hamid, A., & Zubair, M.K. (2019). Implementation of Islamic Ethics in Marketing Sharia Bank Products. *BALANCA : Journal of Islamic Economics and Business* , 1 (1), 16–34. <https://doi.org/10.35905/balanca.v1i1.1037>
- Hanafi, BD, & Yohana, C. (2017). The Influence of Motivation and Work Environment on Employee Performance, with Job Satisfaction as a Mediating Variable at Pt Bni Lifeinsurance. *Journal of Economics and Business Education (JPBE)* , 5 (1), 73–89. <https://doi.org/10.21009/jpeb.005.1.6>
- Jacobis, V.G., Kojo, C., & Wenas, SR (2015). The Influence of Individual Characteristics and the Regional Environment of North Sulawesi Province. *Emba* , 5 (2), 2015–2022.
- Jufrizen. (2017). THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE JOB SATISFACTION WITH EMPLOYEE WORK MOTIVATION AS A MEDIATION VARIABLE (Research on Employees of PT. Bank Rakyat Indonesia (Persero), Tbk. Blitar Branch Office). *Journal of Management & Business Economics - Vol. 18, no. 2, O* , 18 (2), 145–158. <https://www.journal.unimal.ac.id/emabis/article/view/180/142>
- Lestari, S. (2020). THE INFLUENCE OF CREED AND PEER LITERACY ON STUDENTS' MORALS. *Al-Karim Journal* , 5 (1), 107–124. <http://jurnal.stai-yaptip.ac.id/index.php/alkarim/article/view/126>
- Lestari, W. (2017). The Influence of Initial Mathematics Ability and Learning Motivation on Mathematics Learning Outcomes. *Journal of Analysis* , 3 (1), 76. <https://doi.org/10.15575/ja.v3i1.1499>
- Mannan, A. (2018). The Essence of Moral Sufism in the Era of Modernization. *Aqidah-Ta: Journal of Aqidah Science* , 4 (1). <https://doi.org/10.24252/aqidahta.v4i1.5172>
- Mz, S.R. (2018). Islamic Education Journal of Islamic Morals Education Perspective of Salaf Ulama ... Islamic Morals Perspective of Salaf Ulama *Journal of Islamic Education* , 07 (1), 67–100. <https://doi.org/10.30868/EI.V7>
- Nuroniah, E., & Triyanto, A. (2015). Journal of Sharia Economics and Banking SHARIA BANK EMPLOYEES (CASE STUDY ON SHARIA BANK HEAD OFFICE EMPLOYEES X). *Journal of Islamic Economics and Banking* , 3 (1), 85–98.
- Learning, M. (nd). *METHODOLOGY* .

- Rudi, AHTTMHKH (2020). Moral Education Material in the Thought of Burhanul Islam Az-Zarnuji. *AL-Ulum; Porch Science Education Journal* , 1 (1), 18–28. <http://www.ejurnalilmiah.com/index.php/Al-Ulum/article/view/10/4>
- S, R.A., & Economy, F. (1945). *Surabaya Management Study Program* . 86–99.
- Sahnan, A. (2019). The Concept of Morals in Islam and Its Contribution to the Conceptualization of Islamic Basic Education. *AR-RIAYAH: Journal of Basic Education* , 2 (2), 99. <https://doi.org/10.29240/jpd.v2i2.658>
- Siswomihardjo, DPSW (2012). STUDY OF ETHICS IN DECISION MAKING BETWEEN BUSINESS PEOPLE AND CONSUMERS BASED ON PERSONAL MORAL PHILOSOPHIES AND ETHICAL PERCEPTIONS FOR ONE DECADE AMONG THE SUB-CULTURES OF YOGYAKARTA AND BALI. *KHASANAH SCIENCE* , 2 , 117–127. <https://doi.org/DOI:https://doi.org/10.31294/khi.v3i2.457>
- SKRIPSI333-170425489 . (nd).
- Sofia Renita-150810201095_ . (nd).
- Sultoni, S., Gunawan, I., & Sari, DN (2018). The Influence of Professional Ethics on the Formation of Student Character. *Journal of Educational Administration and Management* , 1 (3), 279–283. <https://doi.org/10.17977/um027v1i32018p279>
- Susilana, R. (2015). Theoretical Foundations and Hypothesis Module. *Rudi* .
- Syarifah Habibah. (2015). Morals and Ethics in Islam. *Journal of Basic Charm* , Vol.1 (4), 81. <http://e-repository.unsyiah.ac.id/PEAR/article/view/7527/6195>
- Theodora, O. (2015). The Influence of Work Motivation on PT Employee Performance. *Prosperous Motor Gemilang. Agora* , 3 (2), 187–195.
- Wahyuddin, I. (2014). Review of Business Ethics in the Cigarette Industry According to Western and Islamic Business Ethics Theories. *Academia.Edu* , 1–13. https://www.academia.edu/download/57561006/Tinjauan_Etika_Bisnis_Perusahaan_Rokok.pdf
- Wahyuni. (2020). Business Ethics Analysis of the Work Environment at BMT BUS Singgahan Tuban. *Journal of Islamic Banking* , 1 (1), 83–112. <http://journal.iaialhikmahtuban.ac.id/index.php/JIB/article/view/118/87>
- Warti, E. (2018). The Influence of Student Learning Motivation on Student Mathematics Learning Outcomes at SD Angkasa 10 Halim Perdana Kusuma, East Jakarta. *Mosharafa: Journal of Mathematics Education* , 5 (2), 177–185. <https://doi.org/10.31980/mosharafa.v5i2.273>
-