

The Influence of Training, Organizational Culture and Rewards on the Performance of Employees of the Surakarta One-Stop Investment and Integrated Service Office

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Abstract

This study aims to examine how employee performance is impacted by company culture, training, and rewards. The Surakarta One-Stop Integrated Investment and Service Office was the site of this study. All 56 employees make up the study's population, and since every member of the population is used as a sample, saturated sampling is the method used. A questionnaire including statement items about employee performance, company culture, training, and awards is used in the data collection process. All indicators are valid, according to the validity test results, and every variable is trustworthy, according to the reliability test results. Additionally, because it examines numerous independent variables, multiple linear regression is the data analysis method employed. According to the study's findings, employee performance is impacted by training, corporate culture, and rewards. According to the findings of the conducted research, the Surakarta One-Stop Investment and Integrated Services Office should consider boosting the compensation for each employee. This will improve employee performance even further.

Keywords: training, organizational culture, rewards, employee performance

INTRODUCTION

Resources are essential for every organization if they want to accomplish their goals (Haq, 2014). A few examples of these resources are money, people, knowledge, and the environment. Nizar (2018) states that human resources are the most important

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resource among these. A company's success depends on its employees, who come from all walks of life and represent a wide range of socioeconomic backgrounds, religious persuasions, and races (Agustini et al., 2022).

One way to try to make workers better is to provide them with training (Dacholfany, 2017). Given that job requirements are subject to change as a result of changes in the workplace, tactics, etc., it is imperative that all employees, whether new and old, participate in training (Wahyuni, 2019). Another advantage of good training is that it helps employees learn about different cultures and how they compete. It teaches them how to work with new technologies and how to collaborate with others to make good products and services. Good training also makes sure that the company culture values innovation, creativity, and learning. It helps employees feel safe by giving them new ways to contribute when their interests and work change or when their skills are absolute. Lastly, it prepares them to accept and work well with each other, particularly when it comes to diversity (Noe & Tews, 2008).

In order for employees to have good performance potential, organizations must pay attention to the work environment of employees such as colleagues, work atmosphere, leaders and work habits so that this will influence employee performance in carrying out their duties, this condition is known as organizational culture (Ilmih, 2019). As a means of social control and member mobilization, organizational culture is a top priority for any given business (Ahmad, 2024). Because organizational culture is so crucial to modern businesses, it is essential that it be passed down from generation to generation. Otherwise, it risks extinction. Concerns about employees' deteriorating performance and changes in attitudes and behaviors due to a lack of organizational culture implementation would impact the company and make it harder to attain its goals (Munandar et al., 2020).

In several factors that organizations take to improve employee performance, that giving rewards or rewards will also be a driver for employees to create increased performance (Luthfiana, 2024). Where the provision of rewards in accordance with performance prospects is obtained in the form of materials or position promotions. Reward is a method of encouraging or motivating someone to perform and improve their performance or achievement (Pramesti et al., 2019). In addition to improving performance, the reward system can also decrease performance when the reward taken does not reflect the results of the work and the goal of improving performance is not met. According to (Indah et al., 2019). A performance reward and recognition system is a tool that channels trainee behavior into behavior that is valued and recognized by the



organization. By providing rewards that have been institutionalized by the organization, it shows how supportive a person is in handling work, it will be seen how the results of rewarding a person are consistent with those determined by the organization, and how the influence of giving rewards that has been institutionalized by the organization, strengthens or weakens performance. Where the results given by this reward have a positive impact which, the higher the level of ability of employees to feel the benefits they receive from the rewards, the higher the quality of performance in the organization.

LITERATURE REVIEW

Employee performance

Employee actions or inactions are the basis for performance evaluations. A worker's value to a company is directly proportional to their performance. An individual's or team's performance in the workplace is defined by Afandi (2018) as the end result of their efforts to accomplish organizational goals in a way that does not violate any laws or ethical standards, and which is in line with their assigned responsibilities and authority. Performance, or work achievement, is defined by Mangkunegara (2009) as the end result of an employee's efforts in doing his assigned tasks in a timely and adequate manner. Saputra and Wibowo (2017) state that performance is the actualization of the planned actions. People with the necessary skills, knowledge, drive, and enthusiasm are the ones who put performance plans into action. The mindset and actions of a company in carrying out its performance are influenced by how it regards and treats its people resources.

Training

Training is a way to improve performance in a company. The training provided by the company appropriately to employees, the performance of employees will increase so that it will be better and if given great responsibility, employees will be able to do it well making the employee's career increase with the additional responsibilities given (Adnyani & Dewi, 2019). According to (Widodo et al., 2015), training is an individual activity in improving skills and knowledge so that it has professional performance results in their fields. Training is a process of activities to equip employees with competence, knowledge and attitude (Kasmir, 2016). According to Ivancevich in (Anggreni et al., 2016) revealed that, Training is an activity to improve employee performance efforts in current or future positions. The organization's goals must be well implemented by all its employees. If employees are not good in carrying out their work, the company will continue to run in



place and will fail to carry out the goals to be achieved. Training employees on the job is essential if the business is to reach its objectives.

Organizational culture

One definition of organizational culture is "the way people act and think inside an organization as a whole, as shaped by shared values and principles that draw on the strengths of all members to achieve common objectives" (Lilia et al., 2020). Culture in the workplace refers to the established patterns of behavior and beliefs that all employees share and use as a basis for their interactions with one another (Wibowo, 2016). A shared understanding held by all employees is what makes up an organization's culture (Sofyanty, 2017). According to Asriandi et al. (2018), an organization's culture consists of its members' commonly held beliefs, practices, and norms, which in turn influence their behavior. Organizational culture, according to Edison et al. (2016), is the product of a process of integrating the cultural norms and philosophies of each individual with the enthusiasm and pride of the group in tackling a specific challenge or achieving a specific objective.

Reward

Indrasari & Ansory (2018) In the English dictionary, reward is defined as a reward or award. The definition of reward is generally interpreted as a reward that is given or obtained easily, for example a quiz. In educational contexts, the term "rewarding" refers to a prize that students, both individually and in groups, get for their efforts in the classroom. To encourage and inspire children, it is common practice to give them material and non-material rewards for their accomplishments. Nainggolan et al. (2024) argues that rewards or awards are repaid services provided by the company to employees on the basis of sacrifices of time, energy, and thought. Meanwhile, according to Fahmi (2017), A reward, sometimes called compensation, is any kind of remuneration that an employee receives in exchange for the services they have rendered, whether monetary or otherwise. Meanwhile, according to Rosyid & Wahyuni (2018), Reward is one of the ways teachers appreciate students for their praiseworthy deeds.

RESEARCH METHOD

The research method used in this study is quantitative research using a cross sectional study approach, where the measurement of independent and dependent variables is carried out simultaneously. The 56 participants in this study are

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representative of the population as a whole and were selected using a total sampling technique. The office in question is the Surakarta One-Stop Investment and Integrated Services Office. Primary data collection was carried out directly using questionnaire measuring tools. Data processing using SPSS with multiple regression analysis.

RESULT

Instrument Testing

For this study, 56 participants were surveyed at the Surakarta One-Stop Integrated Investment and Services Office. After collecting their responses, the data was analyzed using SPSS Version 26 to ensure the data's validity and reliability. This is what the validity test turned out to be:

Table 1. Validity Test Results

Variabel	Item Indicator	R Count
Training	X1.1	0,818
	X1.2	0,791
	X1.3	0,670
	X1.4	0,793
	X1.5	0,886
Organizational Culture	X2.1	0,792
	X2.2	0,742
	X2.3	0,658
	X2.4	0,757
	X2.5	0,811
Reward	X3.1	0,789
	X3.2	0,772
	X3.3	0,794
	X3.4	0,878
	X3.5	0,796
Employee Performance	Y.1	0,686
	Y.2	0,823
	Y.3	0,664
	Y.4	0,718
	Y.5	0,768

Table 1 above shows that all the calculation data has a numerical value greater than the rtable number. The number or rtable value is obtained through the formula $df = (N-2)$ with a significance value of 0.05, and the rtable value is obtained as 0.263. Then the validity test can be stated that all statements about the training, organizational culture, rewards and performance of the employee are valid.

Tabel 2. Reliability Test Results

Variabel	Cronbach Alpha
Training	0,839
Organizational culture	0,802
Reward	0,864
Employee performance	0,776

Table 2 above, shows that the value of Cronbach Alpha (α) is greater than 0.60, so it can be concluded that the instrument items for each variable are reliable (Sekaran, 2007).

Classic Assumption Test

Normality Test

In this study, the researcher will use a normal probability plot.

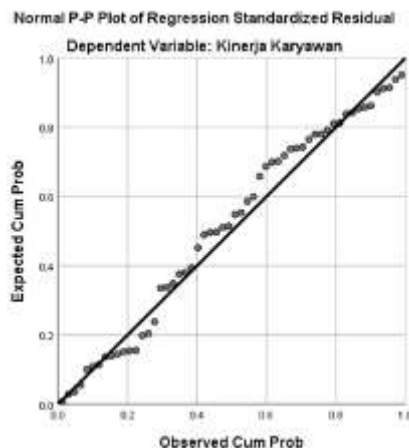


Figure 1. Normality Test Results

All of the dispersed dots are crammed into a small area around the diagonal in the above typical probability plot chart. This study's regression model satisfies the normalcy assumption, so the conclusion may be drawn.

Multicollinearity Test

Table 3. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Training	.725	1.379
Organizational culture	.788	1.268
Reward	.750	1.334

From the table above, the VIF value on the training variable was $1.379 < 10$ and the tolerance was $0.725 > 0.01$. In the organizational culture variable, a VIF value of $1.268 < 10$ and a tolerance value of $0.788 > 0.01$ were obtained. In the reward variable, a VIF value of $1.334 < 10$ and a tolerance value of $0.750 > 0.01$. This shows that there is no multicollinearity in these three variables.

Heterogeneity Test

The purpose of the Heteroscedasticity test is to determine if the residual inequality and variance between two observations in a regression model are constant.

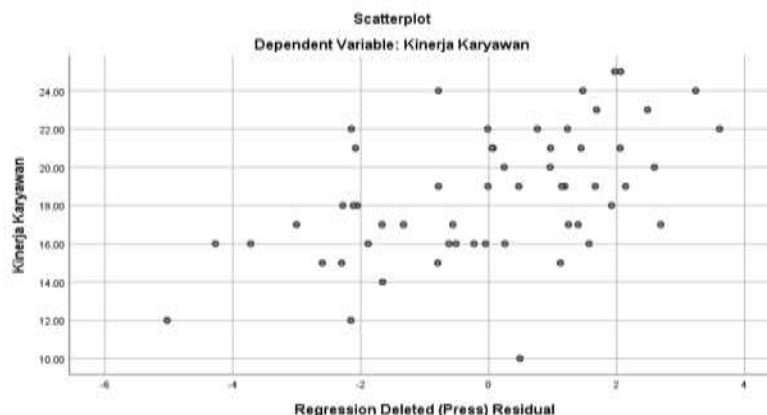


Figure 2. Heteroscedasticity Test

The basis of the analysis is that if there is a clear pattern in terms of dots spreading above and below zero, then heteroscedasticity does not occur. This means that the plot image above is free from heteroscedasticity and is suitable for use in research.

Uji Kelayakan Model Simultaneous Test (F)

If all independent variables in the model together affect the dependent variable with a 95% confidence level ($\alpha = 0.05$), as stated by Ghozali (2011), the F-statistic test will show it. The anova table displays the results of the F-statistic test.

Table 4. F Test Results

	Model	F	Sig.
	Regression	46.093	.000b
	Residual		
	Total		

From the table above, it can be seen that the value of F_{cal} is 46.093 and F_{table} with a value of 3.162. So the $F_{count} > F_{table}$ with a significance level of $0.000 < 0.05$. Therefore, the hypothesis in this study H_0 was rejected and H_a was accepted, meaning that simultaneously there was a significant influence between the variables of training, organizational culture and reward on the variables of employee performance. Employee performance at the Surakarta One-Stop Investment and Integrated Services Office was significantly affected by training, organizational culture, and incentives, according to a significance value lower than 0.05, which lends credence to the findings.

Coefficient of Determination

The Coefficient of Determination (R^2) is used to measure the ability of an independent variable (X) to explain a dependent variable (Y). The value of the coefficient of determination is between zero and one. If R^2 is getting smaller, then the ability of independent variables to explain the variation of dependent variables is low.

Table 5. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square
1	.852 ^a	.727	.711



The R2 determination test yielded a R squared value of 0.727, or 73%, according to the data in table 5. Thus, free variables (training, organizational culture, and incentive) contribute 73% to the influence of bound variables (employee performance), whereas other variables (not included in this study) influence or explain the remaining 27%.

Analysis of the Regresi Linier Berganda

The use of this analysis method is for the reason of testing the causal relationship between the independent variable (X), this is training, organizational culture and reward with the bound variable (Y) which in this case is employee performance.

Table 6. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	-1.459	1.764	
Training	.290	.073	.338
Organizational culture	.297	.085	.286
Reward	.459	.084	.459

$$Y = -1,456 + 0,338X_1 + 0,286X_2 + 0,459X_3 + e$$

From the equation, it can be explained that:

- The training variable (X1) gives a coefficient value of 0.338 and has a coefficient direction that is positive for employee performance (Y). This means that if the training (X1) gets better assuming other variables remain the same, then employee performance (Y) will increase.
- The organizational culture variable (X2) gives a coefficient value of 0.286 and has a coefficient direction that is positive for employee performance (Y). This means that if the organizational culture (X2) gets better assuming other variables remain the same, then employee performance (Y) will increase.
- The reward variable (X3) gives a coefficient value of 0.459 and has a coefficient direction that is positive for employee performance (Y). This means that if the reward (X3) gets better assuming other variables remain then employee performance (Y) will increase.



Partial Yield (t)

To find out how each independent variable affects the dependent variable, partial tests are employed. Ghozali (2011) states that at the 5% level of significance, the t-test reveals the extent to which one independent variable explains the dependent variable.

Table 7. Test Results t

Model		t	Sig.
	(Constant)	-.827	.412
	Training	3.973	.000
	Organizational culture	3.504	.001
	Reward	5.488	.000

a. Training terhadap employee performance

The training revealed that there was a significant level of $0.000 < 0.05$ with a t-table value of 3.973 and a table t-value of 1.672. As a result, we can say that there is a partial influence between the training variable and the employee performance variable, as we accepted H_a and rejected H_o in this study. Further, the results were further supported by a significance value lower than 0.05, indicating that the training variable did, in fact, have a partial and substantial impact on employee performance.

b. Organizational culture terhadap employee performance

The t-value for organizational culture was 3.504, which is greater than the table t-value of 1.672, and the p-value was 0.001, which is less than the significance criterion of 0.05. We can conclude that there is a partial relationship between organizational culture characteristics and employee performance variables since the null hypothesis (H_o) was rejected and the alternative hypothesis (H_a) was accepted in this study. A significance level lower than 0.05 further supported the findings, suggesting that the organizational culture variable did, in fact, have a substantial impact on worker productivity.

c. Reward terhadap employee performance

There is a significant difference between the computed and tabulated t values of 5.488 and 1.672, respectively, with a $0.000 < 0.05$ level of significance for the reward. In this study, the null hypothesis was rejected and the alternative



was accepted, indicating that the reward variable has a partial influence on the employee performance variable. A significance level lower than 0.05 further supported the findings, suggesting that the reward variable did, in fact, have a substantial impact on worker productivity.

DISCUSSION

a. The Effect of Training on Employee Performance of the Surakarta One-Stop Investment and Integrated Services Office

There was a significant level of $0.000 < 0.05$ in the test findings, which meant that the t-count value was greater than the t-table value, which was 1.672. The t-table value was 5.488. which indicates that the training variable influences the performance of the employees. Consequently, we can accept the first hypothesis, which says that training does have an influence on worker productivity. According to Girsang et al. (2021) and Cahyani et al. (2021), this study's findings are consistent with those of those academics.

These results show that the more often employees participate in training that is in accordance with their work, it will improve employee performance itself. Employee performance can be improved to greater with increased employee training. The managerial implication of this study is that if the quantity and quality of training are getting better and improved, it will indirectly increase employee performance, and give employees the freedom to take part in the type of training according to their respective interests. In addition, if the training method is adjusted to the conditions and demands of the job, it will be able to create employees who have the competencies that the company wants, to achieve the company's goals (Nurtjahjono, 2015).

b. The Influence of Organizational Culture on Employee Performance of the Surakarta One-Stop Integrated Investment and Service Office

A t-table value of 3.504 and a table t-value of 1.672 were displayed in the test results, with the t-table t-value exceeding a significant level of $0.001 < 0.05$. Employee performance is influenced by characteristics related to company culture. That being the case, we can accept the second hypothesis, which holds that company culture does affect productivity. Findings from this study are consistent with those from Kotangon et al. (2021), Muchran & Rizaldi (2025), and Lapau & Shaleha (2021).

Organizational culture, as values, norms, beliefs, and assumptions that are shared by members of the organization, shapes the work environment and the way individuals interact and carry out their duties. When organizational culture is aligned with the goals and values of employees, a strong sense of belonging and attachment to the organization is created. Employees who feel valued and supported by the company's culture tend to be more motivated, have a high level of job satisfaction, and ultimately show better performance. A culture that encourages collaboration, open communication, and continuous learning also empowers employees to develop their skills and knowledge, which directly contributes to increased work efficiency and effectiveness.

c. The effect of rewards on employee performance of the Surakarta One-Stop Integrated Service Office

According to the test results, the computed t-value was 5.488 and the table t-value was 1,672. The table t-value was greater than a significant level of $0.000 < 0.05$. In other words, the reward variable influences how well workers do their jobs. So, we can accept the third hypothesis, which says that incentives do have an impact on productivity in the workplace. Consistent with other studies, this one found the same thing as Pratama and Handayani (2022) and Muchran and Uly et al. (2023).

By providing appropriate and fair rewards, organizations can significantly impact employee performance. Rewards, both material and non-material, function as a form of recognition for employees' contributions and achievements, which then triggers an increase in intrinsic and extrinsic motivation. Employees who feel valued tend to be more motivated to work better, improve the quality of work, and achieve set targets. Additionally, a clear and transparent reward system can create a positive work environment, increase employee engagement, and encourage healthy competition between individuals and teams, ultimately leading to improved overall organizational performance.

CONCLUSION

The data and discussion so far lead us to the following conclusions: (1) training does have an effect on employee performance; (2) organizational culture does have an influence on employee performance; and (3) rewards do have an effect on employee performance. Research findings suggest that the Surakarta One-Stop Investment and



Integrated Services Office could benefit from offering performance allowances or promotions to employees in order to motivate them to surpass expectations in their work.

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