THE INFLUENCE OF EMPLOYEE PROCUREMENT, COMPENSATION, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT PT SUMBER ALFARIA TRIJAYA TBK BRANCH JEMBER

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ABSTRACT. This study examines and analyzes whether Employee Procurement, Compensation, and Organizational Culture affect Employee Performance at PT Sumber Alfaria Trijaya Tbk Jember Branch. The number of samples in this study used employees who worked for more than one year, as many as 93 employees of PT Sumber Alfaria Trijaya Tbk Jember Branch, because the organizational culture variable would differ in the implementation of values between new employees and old employees. The type of data used is quantitative data. Sources data using primary sources were obtained by distributing questionnaires directly and interviewing several respondents, as well as secondary data from literature studies. The analytical method used is multiple linear regression analysis using the IBM SPSS application. This study's results indicate a significant influence between Employee Procurement, Compensation, and Organizational Culture on Employee Performance at PT Sumber Alfaria Trijaya Tbk Jember Branch, which is supported by previous studies..

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Introduction

The role of human resources in a company is very important to support employee performance by the function of human resources (Desseler. 2016: 44). Employee performance is one of the most important issues to be studied in a company considering the intense company competition in achieving their goals in the business world. Simanjuntak (in Weddy 2021) says that performance is the achievement of results for a particular task. Performance is crucial for an organization or company to achieve its goals (Rivai & Sagala, 2010).

The object to be examined in this study is PT Sumber Alfaria Trijaya Tbk Jember Branch which is a company engaged in the retail distribution of consumer products by operating a minimarket network under the name "Alfamart" in the Jember, Banyuwangi, Bondowoso, Situbondo, Probolinggo, Lumajang, and Sidoarjo regions. Since the retail sector is one of the sectors growing after the pandemic, this is very interesting to study. Retail growth in Indonesia 2022 has increased by 3% and is predicted to increase in 2023. This increase is influenced by the normal start of community mobilization, and people are more optimistic about shopping out of the house. In line with the high growth, especially in minimarkets, it is marked by the increasing expansion of retail businesses in Indonesia, namely Indomart and Alfamart.

Based on the results of interviews conducted with several PT Sumber Alfaria Trijaya Tbk Jember Branch employees regarding the compensation system, several employees were dissatisfied with the compensation given regarding the workload given. Dissatisfaction with the compensation can result in employees feeling less motivated to do their job seriously. Organizational culture is related to the application of high quality and production values, causing some employees to feel tired of the work given; this can affect employee performance.
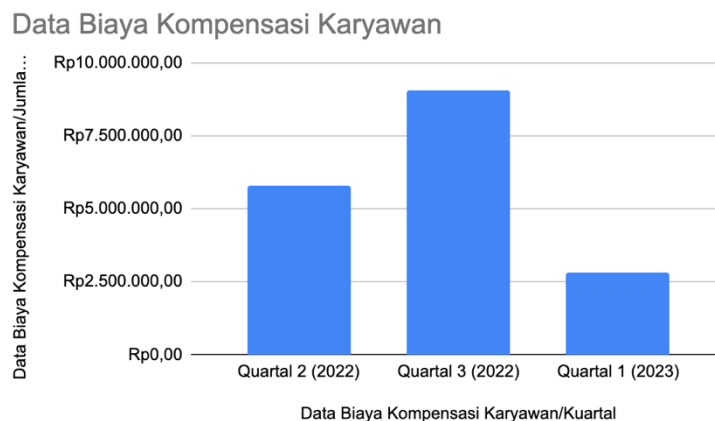

Figure 1 . Graph of PT Sumber Alfaria Trijaya Tbk's Compensation Costs
Source: PT Sumber Alfaria Trijaya Tbk Jember Branch

Based on the compensation budget graph, it shows that there is a decrease in compensation costs incurred by PT Sumber Alfaria Trijaya Tbk Jember Branch. This can occur due to several factors, starting from a decrease in the company's income which has an impact on financial performance which results in the company cutting expenses or costs, especially compensation.
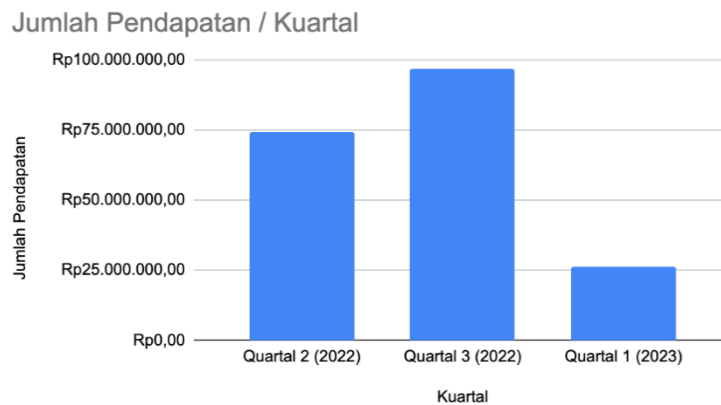
Figure 2 . Revenue Chart PT Sumber Alfaria Trijaya Tbk
Source: PT Sumber Alfaria Trijaya Tbk Jember Branch

Revenue data shows an increase in revenue in the third quarter of 2022 and a decrease in the first quarter. This is largely due to many internal and external factors, starting from many retail competitors at the beginning of 2023, increasing prices for goods, a lack of marketing innovation that lags behind competitors, and declining employee performance. The existence of this phenomenon, the variables of compensation and organizational culture are interesting for deeper research which can make this research as input to companies on how to implement a supportive organizational culture by maintaining employee productivity.

The role of human resource management at PT Sumber Alfaria Trijaya is to manage human resources to achieve company goals, namely surviving in a competitive market through improving employee performance. Several important elements related to the HRM process need to be considered by PT Sumber Alfaria Trijaya Tbk Jember Branch to enhance employee performance, namely employee procurement, compensation, and organizational culture.The Talent Management division carries out the employee procurement process, *namely the selection assessment* sub-section. The method of procuring employees at PT Sumber Alfaria Trijaya Tbk Jember Branch is carried out through several methods, namely employee planning, administrative selection, psychological tests, HRD *interviews, user interviews,* and results announcements. Furthermore, the selected candidates will go through an *induction* or orientation process explaining the work contract, specifications, and applicable regulations. Meanwhile, for the implementation of the compensation system, PT Sumber Alfaria Trijaya Tbk has implemented a compensation system that the personnel division holds. The compensation system implemented by PT Sumber Alfaria Trijaya Tbk Jember Branch is based on employee performance which is divided into several periods, namely every month and every quarter, in the form of bonuses and the condition of incentives based on performance appraisal. The benefits provided to employees of PT Sumber Alfaria Trijaya Tbk Jember Branch are employment insurance and health insurance.

PT Sumber Alfaria Trijaya Tbk Jember Branch forms a culture within their organization by establishing corporate values, namely high integrity, innovation, high-quality productivity, teamwork, and customer satisfaction through the best service. Setting a value for each employee will positively impact employee performance at PT Sumber Alfaria Trijaya Tbk Jember Branch. To the results of interviews conducted with *the Learning and Development team leader*, PT Sumber Alfaria Trijaya Tbk Jember Branch has never received an award related to the performance *dashboard assessment* for the East Java region. This indicates that the performance of PT Sumber Alfaria Trijaya Tbk Jember Branch is still lagging behind the other branch offices of PT Sumber Alfaria Trijaya Tbk. Employee performance at PT Sumber Alfaria

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Trijaya Tbk Jember Branch is assessed from several indicators: the quality and quantity of work completed, the timeliness of submitting assignments, and the accuracy of attendance at work.

Literature Review

Factors affecting employee performance include the procurement process, compensation, and organizational culture. According to Priyono (2010: 42), employee procurement is an effective and efficient process of withdrawing, selecting, and placing employees in helping to achieve company or organizational goals. The correct and effective procurement process will have an impact on the output of the process, namely employees who have standards according to positions and placements that make it easier for companies to achieve their goals (Priyono, 2010:42). According to previous research (Rizkia, Agung, Corry, 2021) recruitment, selection, and placement of employees have a significant influence on employee performance. According to research (Suryono & Oggy, 2021), the result of recruitment, training, and work experience substantially affects performance through performance satisfaction. However, according to research (Sisna, Yustinus, Setiasih, 2022), recruitment has no effect between the recruitment process and employee performance.

Another factor that can affect employee performance is compensation. According to Wayne F (2010: 413), compensation is important in work relationships, including direct and indirect cash payments in the form of benefits and incentives to motivate employees to achieve higher productivity levels. According to Handoko (in Daniel et al., 2022), compensation satisfaction can influence employee behavior to work more enthusiastically and refers to high performance. Previous research from Daniel et al. (2022) showed a partial effect between compensation on employee performance, where compensation that is in line with employee expectations will affect employee performance.

The next factor that can affect employee performance is the organizational culture within a company. According to Robins 2012 (in Phong Thanh et al., 2020), organizational culture acts as a system of shared meaning owned by members of the organization that distinguishes it from other organizations. Organizational culture or climate is an opportunity to develop human resources through aspects of changing attitudes and behavior, which are expected to be able to adapt to current or future challenges (Manik & Megawi, 2019:40). According to research conducted (by Phong Thanh et al., 2020) stated several factors that affect employee performance, one of which is organizational culture.

Research on the influence of employee procurement, compensation, and organizational culture on employee performance has been carried out before. Differences in research results related to employee procurement make employee procurement variables interesting to study. This research is very interesting because the employee procurement process is crucial for a company to achieve its goals.
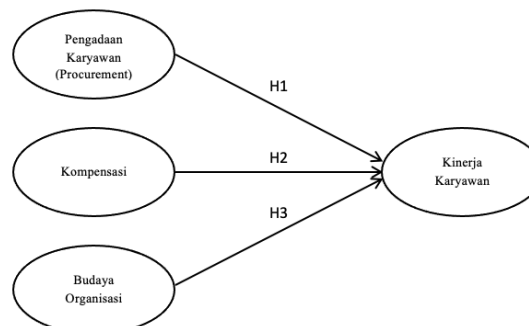

Figure 3. Research Conceptual Framework

Information:
a. ——————▶ : Partial Effect
b. H1,H2,H3 : Research Hypothesis
H1: There is a positive influence on employee performance on employee performance at PT Sumber Alfaria Trijaya Tbk Jember Branch.
H2: There is a positive effect of compensation on the performance of employees of PT Sumber Alfaria Trijaya Tbk Jember Branch.
H3: There is a positive influence of organizational culture on employee performance at PT Sumber Alfaria Trijaya Tbk Jember Branch.

Research Method

Based on the background and formulation of the problem, this type of research is hypothesis testing research or explanatory research, namely research that explains causal relationships between variables through hypothesis testing (Effendi dan Tukiran, 2014:5). This research is quantitative with the object of research namely employees of PT Sumber Alfaria Trijaya Tbk Jember. The population in this study were all 108 employees of PT Sumber Alfaria Trijaya Tbk Jember Branch. The sample in this study uses the results of respondents who worked more than 1 year, as many as 93 employees. The data collection technique used in this study was purposive sampling, namely determination based on certain objectives or considerations. The type of data in this study is quantitative data. Namely, data obtained from Primary data sources got directly in the field from the main source using the questionnaire method. While the secondary data, which supports the primary data, is obtained from literature, official websites of agencies, books, and literature. The analysis tool used is multiple linear regression using SPSS 25 software.

Result and Discussion
Overview of the Institution

PT Sumber Alfaria Trijaya Tbk Jember Branch is a company engaged in the retail distribution of consumer needs through a mini-market network called "alfamart" for the areas of Banyuwangi, Jember, Bondowoso, Situbondo, Lumajang, and Probolinggo. PT Sumber Alfaria Trijaya Tbk Jember Branch has the following vision and mission:

PT Sumber Alfaria Trijya Tbk Jember Branch has a vision: "To become a leading retail distribution network owned by the wider community, oriented towards empowering small entrepreneurs, meeting consumer needs and expectations, and being able to compete globally". PT Sumber Alfaria Trijaya Tbk Jember Branch has several missions in carrying out its operational activities, namely:
1) Providing satisfaction to customers/consumers by focusing on superior products and services.
2) Always be the best in everything and uphold high business conduct/ethics.
3) Participate in developing the country by fostering an entrepreneurial spirit and business partnerships.
4) Build a global organization that is trusted, healthy, and continues to grow and benefit customers, suppliers, employees, shareholders, and society.

Results of Data Analysis

Before conducting data analysis, it is necessary to test the validity and reliability of the research instrument, which aims to determine the feasibility of the research instrument in the

form of statement items used by researchers. The tool or application used uses IBM SPSS Statistics 25.

Validity Test

A validity test was conducted to ascertain whether the research instrument used could measure what should be measured. The validity test results are said to be valid if the significance value is <0.05 and r count > r table. The results of the validity test in this study are as follows.

Table 1. Validity Test Results

Variable	Statement Items	r count	r table	sign.	Test results
Procurement Employees (X1)	X1.1	1	0.361	0.000 _	Valid
	X1.2	0.935	0.361	0.000 _	Valid
	X1.3	0.433	0.361	0.017	Valid
Compensation (X2)	X2.1	1	0.361	0.000	Valid
	X2.2	0.963	0.361	0.000 _	Valid
	X2.3	0.706	0.361	0.000 _	Valid
	X2.4	0.847	0.361	0.000 _	Valid
Organizational Culture (X3)	X3.1	1	0.361	0.000 _	Valid
	X3.2	0.645	0.361	0.000 _	Valid
	X3.3	0.721	0.361	0.000 _	Valid
	X3.4	0.721	0.361	0.000 _	Valid
	X3.5	0.701	0.361	0.000 _	Valid
Employee Performance (Y)	Y1.1	1	0.361	0.000 _	Valid
	Y1.2	0.849	0.361	0.000 _	Valid
	Y1.3	0.754	0.361	0.000 _	Valid
	Y1.4	0.755	0.361	0.000 _	Valid
	Y1.5	0.755	0.361	0.000 _	Valid

Based on table 1, it can be seen that if the r count value is greater than r table (0.361) and the significance value is less than 0.05, the statement item can be said to be valid.

Reliability Test

The reliability test was carried out to test what should be measured and whether the instrument used is reliable, which shows that the instrument produces the same results when tested on the same object. The results of the reliability test in this study can be seen in table 2 as follows.

Table 2. Reliability Test Results

Variable	α value	α Determination	Test results
Employee Procurement (X1)	0.735	0.6	Reliable
Compensation (X2)	0.926	0.6	Reliable
Organizational Culture (X3)	0.944	0.6	Reliable
Employee Performance (Y)	0.948	0.6	Reliable

Based on Table 2, it can be seen that each research variable, namely Employee Procurement (X_1), Compensation (X_2), Organizational Culture (X_3) and Employee Performance (Y) has an alpha coefficient or Conbrach Alpha > 0.60 or 60% which means means that if the alpha value of each variable is more than 0.60 then the variables in this study are reliable or reliable. It can be concluded that each variable has an alpha value above 0.60 which indicates that the research variable is reliable and research can be continued.

Multiple Linear Regression Analysis

The method of multiple linear regression analysis was carried out to find out how the

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influence of the independent variables (independent) on the dependent variable (dependent). The independent variables in this study are Employee Procurement (X_1), Compensation (X_2), Organizational Culture (X_3) and the dependent variable in this study is Employee Performance (Y). The results of multiple linear regression analysis in this study can be seen in table 4.12 as follows.

Table 3. Results of Multiple Linear Regression Analysis

Variable	Regression Coefficient β	sign. p-values	Information
Constant	13.205	0.000	
Employee Procurement (X1)	0.229	0.000	Significant
Compensation (X2)	0.279	0.000	Significant
Organizational Culture (X3)	0.059	0.049	Significant

Based on Table 3, it can be seen that the results of multiple linear regression analysis are a constant of 13.205 and for the β value of employee procurement of 0.229 for the compensation variable (β value) of 0.279 and the organizational culture variable (β value) of 0.059 **.**

$$Y = 13,205 + 0,229X_1 + 0,279X_2 + 0,059X_3 + e$$

a. Constant Value

The constant value obtained in multiple linear analysis is 13.205, which means that if the independent variables (employee procurement, compensation and organizational culture) are zero, then the value of the dependent variable is 13.205 in units.

b. Employee Procurement ($X1$)

The regression coefficient value of the Employee Procurement variable ($X1$) is 0.229, which is positive and the p-value is 0.000 which indicates ≤ 0.05. This value indicates that if there is an increase in the Employee Procurement variable ($X1$) by 1%, employee performance will increase by 0.229 or by 22%.

c. Compensation ($X2$)

The regression coefficient value of the Compensation variable ($X2$) is 0.279 which is positive and the p-value significance value is 0.000 which indicates ≤ 0.05. This value indicates that if there is an increase in the Compensation variable ($X2$) by 1%, the employee's performance will increase by 0.279 or by 27%.

d. Organizational Culture ($X3$)

The regression coefficient value of the Organizational Culture variable ($X3$) is 0.059, which is positive and the p-value is 0.049 which indicates ≤ 0.05. This value indicates that if there is an increase in the Organizational Culture variable ($X3$) of 1%, employee performance will increase by 0.059 or 0.5%.

e. Beta Value

The beta value used is Unstandardized Coefficient B. The beta value of each variable is Employee Procurement (X_1) of 0.229, Compensation (X_2) of 0.279, and Organizational Culture (X_3) of 0.059. Thus the order of the most dominant influence between the independent and dependent variables is as follows: Compensation (X_2), Organizational Culture (X_3), and Employee Procurement (X_1).

Classical Assumption Test

Classical assumption test needs to be done to find out whether there is residual normality, multicollinearity, and heteroscedasticity in the regression model. The linear regression model is said to be good if it fulfills several classic assumption criteria, namely the residual data is normally distributed, there is no multicollinearity and heteroscedasticity.

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a. Model Normality Test

The model normality test is a test method for testing the residual values resulting from normally distributed regression or not (Priyatno, 2017: 109). If the significance value is $\alpha \geq 0.05$ then the residual value can be normally distributed. The results of the normality test in this study can be seen in Table 4. as follows.

Table 4 Normality Test Results

N		**93**
Normal Parameters [a,b]	Means	0.0000000
	std. Deviation	0.51903087
Most Extreme Differences	Absolute	0.040
	Positive	0.040
	Negative	-0.031
Test Statistics		0.040
asymp. Sig. (2-tailed) [c]		**0.200c [,d]**

Based on the data in table 4 , it is known that the total N data is 93 after removing the outlier data which causes different results of the regression analysis. By using the Klomogorov-Smirnov test using a sample of 93 respondents, the Asymp.Sig results were obtained. (02-tailed) of 0.200 which is greater than $\alpha = 0.05$, thus indicating that the regression equation model in this study is not normally distributed. But even though the data is not normally distributed, this doesn't matter if the data tends to have many values or a large sample size, the assumption of normal distribution is not too critical. In this study, the distribution of data can be empirically closer to normal through the law of magnitude or the center-bar effect which results in a more symmetrical distribution.

b. Multicollinearity Test

The multicollinearity test is a test conducted to determine whether or not multicollinearity occurs in the regression model. Multicollinearity indicates a relationship to each independent variable. Multicollinearity can be known if the value of Variance Inflation Vactor (VIF) ≤ 10 and Tolerance ≥ 0.1. The results of the multicollinearity test in this study can be seen in table 5. as follows:

Table 5. Multicollinearity Test Results

Variable	VIF	Tolerance	Information
Employee Procurement (X1)	1,648	0.607	Multicollinearity Does Not Occur
Compensation (X2)	1,587	0.603	Multicollinearity Does Not Occur
Organizational Culture (X3)	1.138	0.879	Multicollinearity Does Not Occur

Based on table 5 , it can be seen that the results of the multicollinearity test with a sample of 93 show VIF values ≤ 10 and tolerance ≥ 0.1 of each variable. This means that it can be concluded that the regression equation model does not have multicollinearity or there is no correlation for each variable in this study.

c. Heteroscedasticity Test

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Heteroscedasticity test is a test conducted to determine whether there is heteroscedasticity in the regression model. Heteroscedasticity can be seen in the Scatterplot table. . The results of the heteroscedasticity test in this study can be seen in Figure 4 as follows.
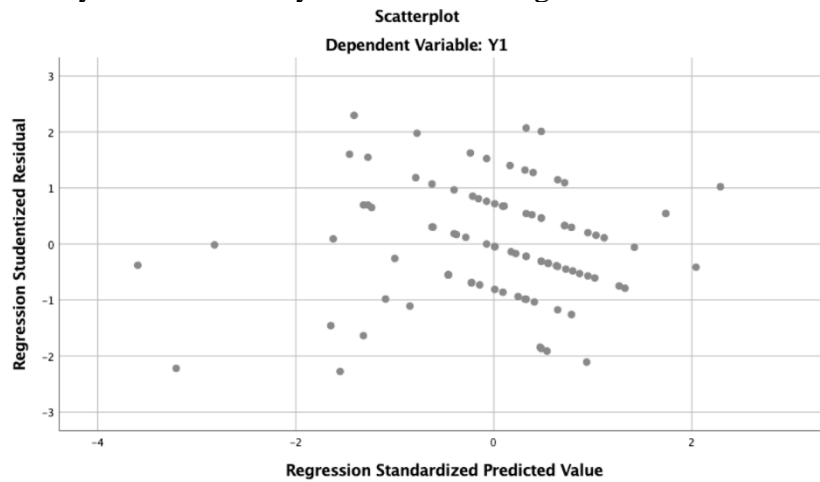

Figure 4 Scatterplots

Based on graphic image 4 of the scatterplot, it can be seen that the distribution of the dots spreads between the X and Y axes, mostly between points -2 to 3. The pattern of the dots on the scatterplot is spread evenly and does not form a particular pattern, so it can be concluded that there is no heteroscedasticity in this research.

Hypothesis Test

Hypothesis testing in this study was carried out using multiple linear analysis methods and to test the effect of the independent variables on the dependent variable. In this study, the hypothesis was tested using partial test criteria (t test).

Partial Test (t-test)

The t-test is a test of each independent variable's regression coefficient on the dependent variable to test whether or not a hypothesis is true by knowing how much influence the independent variables have on the dependent variable. The results of the partial test (t-test) in this study can be seen in Table 4.15 as follows.

Table 6. Test Results t

Variable	p-values	Information
Employee Procurement (X1)	0.000	H_0 Rejected and Ha Accepted
Compensation (X2)	0.000	H_0 Rejected and Ha Accepted
Organizational Culture (X3)	0.049	H_0 Rejected and Ha Accepted

Based on the data in table 6, it can be seen that the relationship between the independent variables and the dependent variable is as follows:

a. Procurement of Employees (X_1) on Employee Performance (Y)
    From the results of the t-table test, it can be seen that the significance level of the Employee Procurement variable (X_1) is 0.000, where the significance value (p-value) $\leq \alpha$ (0.05) indicates H_0 rejected and H_a accepted. So it can be seen that the Employee Procurement variable (X_1) has a significant effect on the Employee Performance variable (Y).

b. Compensation (X_2) on Employee Performance (Y)

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In the results of the t-table test, it can be seen that the significance level of the Compensation variable (X_2) is 0.000, where the significance value (p-value) $\leq \alpha$ (0.05) indicates H_0 rejected and H_a accepted. So it can be seen that the compensation variable (X_2) has a significant effect on the employee performance variable (Y).

c.   Organizational Culture (X_1) on Employee Performance (Y)

From the results of the t-table test, it can be seen that the significance level of the Organizational Culture variable (X_3) is 0.049, where the significance value (p-value) $\leq \alpha$ (0.05) indicates H_0 rejected and H_a accepted. So it can be seen that the Organizational Culture variable (X_3) has a significant effect on the Employee Performance variable (Y).

Discussion

This research was conducted on 93 respondents who were employees of PT Sumber Alfaria Trijaya Tbk Jember Branch who worked for more than one year regarding Employee Procurement (X1), Compensation (X2), and Organizational Culture (X3), on Employee Performance (Y). Primary data was obtained in this study through questionnaire answers as material for analysis.

Based on the test results of multiple linear regression analysis, it shows that all independent variables, namely Employee Procurement (X1), Compensation (X2), and Organizational Culture (X3), have a positive effect on Employee Performance (Y).

The Effect of Employee Procurement on Employee Performance at PT Sumber Alfaria Trijaya Tbk Jember Branch.

Based on the results of the analysis test conducted, it is known that the Employee Procurement variable (X1) has a positive influence on Employee Performance (Y) of PT Sumber Alfaria Trijaya Tbk Jember Branch as evidenced by the *p-value result* of 0.000 ≤ α (0.05) which shows H 0 is rejected, and Ha is accepted. The better the procurement process, the higher the employee performance. The results of this study are in line with research conducted by Cecilia et al. (2020), Tumain & Shayo (2020), Rizkia et al. (2021), Daniel et al. (2022), Nurhayana (2022), Sisna et al. (2022), and Yuli & Eric (2022) which state that the procurement of employees affects employee performance starting from recruitment, selection, and placement of employees. According to Priyono (2010: 42), employee procurement must be carried out effectively and efficiently to help achieve company or organizational goals.

The selection process at PT Sumber Alfaria Trijaya Tbk Jember Branch was carried out well and must be maintained by implementing an effective and efficient selection process. Selection of employees must be carried out based on the areas of ability required. After the prospective employee knows how the recruitment is needed, the selection stage is the stage of proving the prospective employee is ready for the position being applied for. By carrying out the recruitment process by the areas of ability required, it will be easier for employees to complete their work in the position used because there is a balance between abilities and the tasks assigned. The employee placement process at PT Sumber Alfaria Trijaya Tbk Jember Branch has been carried out well. It must be maintained by placing employees in the fields and the suitability of the applied positions. Placement of employees must be based on suitability between job specifications and employee expertise. Putting employees in the right place will make it easier to complete their duties and affect employee performance. Good employee placement can be done by holding an *induction period* when employees are declared to have passed the selection to avoid misperceptions of work, culture, and how the PT Sumber Alfaria Trijaya Tbk Jember Branch system works to achieve good employee performance. Because PT Sumber Alfaria Trijaya Tbk has an employee rotation system for employees who work for more

than one year, employee placement is very important to do effectively through the *induction process* or introduction to new job positions. Although most respondents answered that they agreed regarding the procurement of employees, several respondents answered in doubt and did not agree regarding the indicators of employee placement. And conduct a review again to determine whether the tasks given are by the position occupied.

The Effect of Compensation on Employee Performance at PT Sumber Alfaria Trijaya Tbk Jember Branch.

Based on the results of the analysis test conducted, it is known that the Compensation variable (X2) has a positive influence on Employee Performance (Y) of PT Sumber Alfaria Trijaya Tbk Jember Branch as evidenced by the *p-value result* of $0.000 \leq \alpha$ (0.05) which shows H 0 is rejected, and Ha is accepted. The more precise the determination of compensation, the higher the employee's performance. The results of this study are in line with research conducted by Angel & Rudy (2018), Phong Thanh et al. (2020), Bahrul Ulum Ilham (2022), and Daniel et al. (2022) which states that proper compensation will improve employee performance. According to Handoko (in Daniel *et al., 2022*), payment can influence employee behavior to be higher and refer to high performance. Implementing an appropriate and appropriate compensation system will improve the quality of employee performance (Kasmir, 2017). According to (Kasmir 2017: 251-253), several factors can affect the size of compensation, starting from education, experience, workload, position, and work performance. According to Sinambela (2017: 220-221), the determination of compensation must be based on the principles of justice, fairness, and reasonableness to achieve an effective and efficient compensation system.

PT Sumber Alfaria Trijaya established a fairly good compensation system by providing compensation in several forms: salaries, bonuses, incentives, and allowances. Compensation for PT Sumber Alfaria Trijaya Tbk Jember Branch was well done. Compensation in the form of assistance or benefits provided by PT Sumber Alfaria Trijaya Tbk Jember Branch is health benefits. With help in the form of health benefits, employees will feel safe and not worry when working because PT Sumber Alfaria Trijaya Tbk and Jember Branch finance all types of medical expenses. The right compensation system will increase employee loyalty, commitment, and motivation will increase. Aside from motivating employee motivation and performance, compensation also controls conflict within the company. With compensation, it will increase employee pride which will improve performance and corporate image.

The Influence of Organizational Culture on Employee Performance at PT Sumber Alfaria Trijaya Tbk Jember Branch.

Based on the results of the analysis tests conducted, it is known that the Organizational Culture variable (X3) has a positive influence on Employee Performance (Y) of PT Sumber Alfaria Trijaya Tbk Jember Branch as evidenced by the *p-value result* of $0.049 \leq \alpha$ (0.05) which shows H 0 is rejected, and Ha is accepted. The better the organizational culture implemented, the better the employee performance will be. The results of this study are in line with the research used by Cecilia et al. (2020), Phonh Tanh et al. (2020), Suprapti et al. (2020), and Hendry & Cut Fitri (2022), which state that organizational culture influences employee performance. According to Robins (2014: 80), this aligns with the theory that applying a strong corporate culture will affect organizational behavior in improving employee performance. According to Tan (2002: 180-181), several conditions are needed to build an outstanding corporate culture, namely result-oriented, superior customer service, innovation, honesty, respect, responsiveness, accountability, and a great desire to realize its vision and mission. According to Schein's level (Sweeney and McFarlin, 2002:36), it starts from artifacts related to

symbols, rituals, and stories. Values relate to what one should be, and assumptions relate to fundamental beliefs about one's nature.

PT Sumber Alfaria Trijaya has several values that must be implemented by their employees in their work, namely integrity, innovation, quality at high productivity, teamwork, and customer satisfaction through the best service. A high productivity value is a value that PT Sumber Alfaria Trijaya Tbk Jember Branch employees must apply. Applying high production values will directly improve employee performance and increase a heightened sense of ownership for employees. High productivity values can be instilled in employees by understanding why each job is important and providing training on completing work effectively and efficiently, making it easier for employees to complete work easily but with quality results. Implementing the value of customer satisfaction through the best service to employees who have worked for more than one year is well executed. Completion of work-oriented to customer satisfaction will increase the value of a positive image of PT Sumber Alfaria Trijaya Tbk Jember Branch. The value of customer satisfaction through the best service can be instilled in employees by understanding and training how to position employees as the company's image to increase the value of customer satisfaction in employees.

Result

Based on the results and discussion of research on the effect of Employee Procurement, Compensation, and Organizational Culture on Employee Performance at PT Sumber Alfaria Trijaya Tbk Jember Branch, the conclusions from the discussion of this research are as follows:

a. Procurement of employees has a positive effect on the performance of PT Sumber Alfaria Trijaya Tbk Jember Branch employees. This shows that the better and more effective the procurement of employees is, the performance of PT Sumber Alfaria Trijaya Tbk Jember Branch employees will increase.

b. Compensation positively affects the performance of PT Sumber Alfaria Trijaya Tbk Jember Branch employees. This shows that the more precise the determination of compensation, the employee performance of PT Sumber Alfaria Trijaya Tbk Jember Branch will increase.

c. Organizational Culture positively affects the performance of PT Sumber Alfaria Trijaya Tbk Jember Branch employees. This shows that the better the implementation of organizational culture, the better the performance of PT Sumber Alfaria Trijaya Tbk Jember Branch employees.

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