

THE INFLUENCE OF COMPENSATION, WORK CLIMATE AND WORK MOTIVATION ON THE PERFORMANCE OF EMPLOYEES IN THE EDUCATION AND CULTURE OFFICE OF BANGGAI DISTRICT

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ABSTRAK

This research reveals the influence of compensation, work climate and work motivation on the performance of Banggai Regency Education and Culture Service employees. The aim to be achieved in this research is to determine the influence of compensation, work climate and work motivation on the performance of Banggai Regency Education and Culture Service employees. The method used by researchers was descriptive with questionnaire tools for 48 respondents. The results of this research prove that the Multiple or correlation coefficient (R) is the relationship between the three independent variables of compensation, work climate and work motivation on the performance of Banggai Regency Education and Culture Service employees of 0.806, meaning that the relationship between the independent variable and the dependent variable is very strong. R Square or coefficient of determination (R²) is to see the influence of compensation variables, work climate and work motivation on the performance of Banggai Regency Education and Culture Service employees of 0.649 or 64.9%, meaning that the influence of the independent variable on the dependent variable is 0.649 or 64.9%. 64.9% while the remaining 35.1% is the influence of other variables not examined in this research.

Keywords: Compensation, Work Climate, Work Motivation and Performance

INTRODUCTION

In the framework of regional autonomy, qualified and skilled personnel are needed to carry out government administration duties and provide satisfactory services to the community. In relation to government administration, especially services to the community, it always brings consequences in terms of apparatus resources that have the abilities, skills, attitudes and positive behavior and are able to produce quality performance. The quality of human resources is determined by the extent to which the system in the field of human resources is

able to support and satisfy the desires of employees in an agency. Increasing knowledge, abilities, changes in attitudes, behavior, correction of performance deficiencies are needed to improve employee performance and productivity. Human resources are the most valuable capital for an organization or government agency in building and developing the performance of its employees so that they are able to be productive. In facing various changes in the government system, an agency must be able to utilize the thinking power and creativity of its employees so as to produce *output* that

meets the demands of good work in their field.

One effort that organizations or government agencies can undertake is providing compensation to employees. Compensation is the provision of remuneration by an organization in financial or non-financial form to employees for services provided to the organization. If an organization or government agency provides compensation provided by the company that is not in line with employee expectations, employees feel that they receive less attention or feel that their work results are less appreciated, so that many employees lack enthusiasm when carrying out their work, which has an impact on reducing employee performance. Providing compensation is a very important part for employees to fulfill their needs and welfare, so it is important to pay attention to it for the progress of the organization .

Alugoro (2002; 11) which says that work climate is everything something that exists in the work environment, which can be felt physically directly or indirectly by people in the environment that work. Siswanto (2012; 4) states that work climate in general can be considered as a unique characteristic of an organization. The work climate is the result of an action that has been taken either consciously or unconsciously by a group that influences the behavior of its members organization. On the other hand, the work climate that emerges in an organization is the main factor determining the development of attitudes and behavior device pe .

Motivation is a drive from within employees to achieve a goal. An employee will do his job well if there is

encouragement from within him. This drive will arise if someone has needs that need to be fulfilled, for example the need to achieve success, the need to be able to socialize with other employees and the need to gain power. Not all employees feel motivated only because of material things, apart from money and goods, giving attention from superiors to subordinates, and awards to employees who excel will influence employee motivation. This can be an encouragement so that employees can work better and improve their performance and have a sense of responsibility for their work.

The performance of employees at the Banggai Regency Education and Culture Service must also be appreciated by providing compensation to employees who excel at work and employees who always strive to provide the best work results for the progress of the organization or improvement of services to the community. If employees are given adequate compensation, employees will feel appreciated for their work, employees will improve their performance and support the implementation of work programs planned by the leadership. At the Banggai Regency Education and Culture Office, the problem is that compensation is sometimes not in accordance with employees' wishes and lack of appreciation in the form of promotions for those who have good work performance will of course result in employees not having good work enthusiasm, this is because the leadership does not pay attention. The desires and welfare of employees, especially for honorary staff who work and carry out the same activities as State Civil Servants,

but in providing income that is relatively much different, of course this will affect their work performance and leaders should provide appropriate compensation according to their work duties, such as providing additional incentives for employees who working overtime and providing other incentives so that employees are more enthusiastic about working.

The work climate at the Banggai Regency Education and Culture Office must also be a concern where employees must be given facilities according to their work needs so that the work they do can be completed well, apart from that the office environment must create a feeling of comfort and security for employees so that employees will feel happy when working and can improve its performance. The working climate is still not good at the Banggai Regency Education and Culture Office where there is still a less than harmonious relationship between one employee and another, such as differences occurring when dividing work tasks or only employees who are close to being given permission to carry out tasks outside the area. with the leadership, of course this will create jealousy for other employees and result in the office environment becoming uncomfortable and it will be difficult to establish good cooperation when completing the work program from the leadership. This must be evaluated so that service improvements and performance improvements can be achieved according to the planned goals.

The work motivation of Banggai Regency Education and Culture Service employees is an important thing that must be paid attention to by the leadership because there are still many employees

who do not have good work motivation. This is because many employees feel that they have not received appreciation from the leadership for their work achievements. Of course, employees will feel If they are not appreciated enough for their performance achievements, leaders must pay attention to this in order to improve employee performance. Apart from that, there are still many employees who are not assigned to their field of work, resulting in many work programs not running effectively and efficiently. Leaders must provide great motivation to their subordinates, such as by providing incentives in the form of additional wages to subordinates who work overtime, giving awards to employees who have work achievements at the Banggai Regency Education and Culture Service by providing promotions for promotions and providing equal rights or without discrimination. employee.

Based on the background above, the researcher took the title "The Influence of Compensation, Work Climate and Work Motivation on the Performance of Banggai Regency Education and Culture Service Employees".

Formulation of the problem

Based on the background above, the problems in this research are:

1. Do compensation, work climate and work motivation simultaneously influence the performance of Banggai Regency Education and Culture Service employees ?
2. Does compensation have a significant effect on the performance of Banggai Regency Education and Culture Service employees ?

3. Does the work climate have a significant effect on the performance of Banggai Regency Education and Culture Service employees ?
4. Does work motivation have a significant effect on the performance of Banggai Regency Education and Culture Service employees ?

LITERATURE REVIEW

Compensation is providing remuneration, directly in the form of money (*financial*) or indirectly in the form of awards (*non-financial*). Samsudin (2009; 187) and Notoatmodjo (2009; 142) say that compensation is everything that employees receive as remuneration. Another thing stated by Dessler (2010; 46) is that compensation refers to all forms of compensation or gifts given to employees that come from their work. Receiving compensation consists of two forms, namely direct payments in the form of incentives, salaries, rewards, commissions and bonuses and indirect payments in the form of finance, namely allowances, insurance and holidays paid by the employer.

According to Sofyandi (2008; 55), compensation is a form of cost that must be borne by the company in the hope that the company will receive remuneration in the form of work performance from its employees. According to Simamora (2004; 445), the indicators used to measure compensation are:

- a. Wages and salaries
Wages are usually hourly. Wages are the basis of salary often used by production and maintenance

workers. Salary is usually used at a monthly and sometimes annual salary level.

- b. Incentive
Incentives are additional compensation that exceeds the wages or salaries provided by the company to its employees.
- c. Allowance
Benefits usually take the form of health and safety benefits, holiday benefits, retirement programs and other forms of benefits received by company employees.
- d. Facility
Special treatment includes special treatment entertainment such as company operational vehicles, work support facilities, designated special parking or the opportunity for employees to use company aircraft. These perks can provide substantial compensation, especially for high-paid executives .

According to Marzuki in Supardi (2014; 121), the work climate, such as the situation around the workplace, is a calm and comfortable atmosphere, suitable and conducive to learning, and can improve employee work performance. The work environment describes the state of employees who are happy and care or look after each other. Close relationships exist in the work environment because there are harmonious working relationships between fellow employees and good relationships with employees and leaders. Work atmosphere means that it is related to the nature or characteristics that are felt in the work environment, both changes in work behavior for the better and the existence of effective interactions in work activities which influence a work atmosphere that is

disciplined and responsible for work tasks.

Based on several theories above, it can be said that work climate is related to the work atmosphere, working conditions at school, relationships between fellow employees that occur in the office environment and the state of the work process in the workplace. The work climate has an important role in improving performance because if the work atmosphere is comfortable and there is good cooperation between fellow employees then achieving effective performance goals will be realized according to the goals.

The communication process is a very important factor in creating a good working atmosphere. In essence, humans are interconnected and need effective communication in order to channel information well and be able to maintain good relations between fellow workers in an organization. Effective communication will maintain good relations between teaching staff and education staff at school so that they can work together because there is a good bond when work information is channeled according to its objectives. Work bonds are created from harmonious communication so that it encourages workers to be productive in completing their work and there is also effective cooperation and a sense of mutual concern between fellow employees as a result of a comfortable and enjoyable working atmosphere at school. Through the exchange of ideas, humans will improve their work abilities and be innovative when doing work, as well as when teaching in class, they must create a pleasant atmosphere so that students feel happy and do not feel bored when receiving learning material but

maintain an abnormal state and a stricter attitude so that students remain isolated. receive teaching materials. This sentence shows that every important element of the school has been able to create a conducive and harmonious work atmosphere in accordance with the planned work objectives.

Work climate indicators carried out by Liqwin and Meyer proposed six in Iqbal Nazili (2012; 29-34) Indicators of work climate:

1. Self-Satisfaction (*Conformity*)
Conformity comes from the word "conformity" meaning conformity, satisfaction myself. Therefore, integration means integration, integration, Complying with current laws and regulations in the work environment, For example rules, procedures and policies that must be followed. If many rules have to be followed in an organization Even if these rules have nothing to do with employees Implementation work, such an organization has a high degree of consistency, Means the organization is too authoritarian, make Manage employees even if they have nothing to do with their work .
2. Responsibility _ _
The sense of responsibility within the organization results in every element of the organization being able to have a sense of ownership over their work and do their work well so that they can provide effective work results and quality output. As a good organization, it must be able to build a sense of responsibility by providing trust and confidence to members of the organization. Offer opportunities or

- be invited to consider work-related matters, such as being jointly responsible for the quality of the output or product.
3. *Standards* _ _ _
Organizational regulations to be able to improve the quality of work produced by workers based on the regulations in force in the company and being able to work according to predetermined work standards so that achieving goals is easy to realize.
 4. *Rewards (Rewards)*
Giving awards to employees must also be accompanied by strict sanctions so that the work atmosphere can be conducive and organized in accordance with applicable work regulations. Providing employee benefits must be in accordance with the results of work evaluations. If employees have the best work performance, they are entitled to receive compensation for their achievements so that employees can feel that they are treated fairly and appreciate their work. measure If the performance is good, the ratio here will be adjusted to the quality of the member's work Adequate compensation must be given, if you make a mistake, Sanctions are based on the level of error. If you enter the organization, everyone thinks that even though they are doing a good job, they are not receiving the appropriate rewards or rewards. If you make a small mistake, you will be punished severely according to the regulations in force in the company.
 5. *Clarity* _ _

Clarity means being clear, having purity and clarity. This means that employees have a clear identity in the company as the most important part and employees also feel like they are an integral part of the company which will provide the best work results for the company. If employees have a clear status and understand the applicable work rules and understand their work objectives, then every work plan will be achieved effectively and efficiently.

6. *Team Spirit* _
Team spirit is an important thing to build a conducive work climate because if employees have high work enthusiasm then every job will be completed on time according to the working hours determined by the company. The spirit of teamwork shows that there is a harmonious relationship between colleagues and the ability to establish good cooperation so that company goals can be achieved. If every employee has doubts and effective communication is not established then the company's working climate is very low so improvements need to be made to make the working atmosphere better .

Every employee must have work motivation to support their work activities in a better direction. The following is the definition of motivation according to experts, including based on theory (McClelland) in Mangkunegara (2011; 94), motivation is a state of mind that encourages a person to achieve maximum achievement. Meanwhile, Rivai (2011; 837) states that motivation is a series of

values and the formation of attitudes in order to encourage people to achieve certain goals based on personal goals.

Based on the definition above, it can be concluded that work motivation is a condition of every person who wants to do things that cause, guide and support human behavior, so they have to work hard to achieve their goals.

According to Mangkunegara (2011 ; 61) the principles of work motivation are:

1. Participation principle
Every employee has the same opportunity to participate in achieving company goals, so company leaders must be able to increase employee work motivation.
2. Principles of communication
Leaders convey all information related to employees' basic work tasks in order to achieve satisfactory results and provide work tasks appropriately and easily understood so that employees can easily increase work motivation.
3. The principle of recognizing the contribution of subordinates
Leaders realize that employees play a role in providing work results according to their goals, so with recognition of their work employees will be more motivated to work.
4. The principle of delegation of authority
A leader who at any time gives authority to his subordinates so that his employees can make decisions about their work.
5. The principle of paying attention
If employee leaders work according to their wishes in carrying out their work duties, then the leader must

pay attention to their daily needs in order to increase their work morale.

According to Maslow (2002; 63). Demand can be interpreted as a gap or contradiction between reality and internal motivation. Demand is the basis of employee behavior. If the company cannot meet the needs of employees, we will not be able to motivate employees. The realization of incentives must meet employee needs. Maslow believed that employees should fulfill these needs.

Abraham Maslow (2002; 64), argues that the hierarchy of human needs is:

- a. Physiological needs, namely meeting the needs for clothing, food and shelter as the most basic needs in fulfilling their needs.
- b. Security requirements are requirements for protected security, avoiding conflicts that endanger human lives .
- c. The need to belong is the need to have good interactions in the environment and feel part of the group with a feeling of love, being loved and affection.
- d. Self-esteem needs are attitudes that a person accepts to be respected by others .
- e. The need for self-realization is the need to have work potential , skills and expertise . The need to be able to debate through the expression of opinions, providing assessments and criticism of certain things .

Mangkunegara (2011; 67), work achievement or performance is the quality of work based on the amount of work or quantity of work carried out by each employee who has a sense of responsibility for the work tasks given by the company.

Irawan (2000; 17) suggests that performance has another meaning, namely *performance*. Define performance as the results of work, the results of management processes, or the results of company achievements, where the results of work achievements must be more specific and measurable.

Prawirosentono (2001; 2), performance is the result of work that can be completed by workers or work areas consisting of several people in a company based on their responsibility and authority to try to achieve the company's goals, without violating the law, and in accordance with ethical or ethical standards. . If managed well, high performance can be achieved. This is why performance needs to be managed in order to increase company income.

Regarding regular performance, it is well defined as performance management, which means evaluating the company's performance achievements. Even assessing performance or providing performance evaluations is only part of the performance management system. Because according to Bacal (2005; 78) performance management means a continuous communication process or a process that occurs continuously which is based on a cooperative relationship between employees and their direct superiors. The process includes activities that set clear expectations and understand the work to be done. Therefore, *performance Management* is a system that has many parts. If you want to develop the company, performance management must be carried out optimally so that there is added value that can be used by company managers to control the running of the company and organize employees in achieving goals.

Mathis and Jackson (2006; 378) reveal that performance is the basic ability that employees must have to do their work. Employee performance is a major contributing factor for the company, including (1) quantity of output, (2) quality of output, (3) duration of output, (4) participation in work, and (5) cooperative *attitude*.

From the opinion above, the meaning of performance is the work results that can be completed by employees in the organization based on the strengths and responsibilities given by the organization to realize its vision, mission and missions. Legally in line with the objectives of the organization concerned, work ethics, comply with applicable laws.

Based on Atmosoeprapto (2001; 58), performance is a comparison between the output produced and the input provided by the company. Apart from that, input performance is also the result of effective and efficient management in achieving goals. The meaning of effectiveness means that in carrying out the company's performance it must obtain the best results, while efficiency shows that a small cost can benefit the company in large amounts. To achieve the best performance, leaders must have a clear vision and have an optimistic attitude in running the company. Another opinion from Sulistiyani and Rosidah (2003; 223), evaluating employee performance is a combination of effort, ability and value from the results of their work.

Furtwengler (2002; 79) expresses another point of view, which shows that to increase employee performance, companies are obliged to improve employee performance. Improving

company performance must look at several factors, namely work quality, punctuality, completing work quickly and having value in company services. Apart from these four factors, there are other factors that influence employee performance, namely, *interpersonal skills*, ideological success, openness to change, creativity, communication skills, initiative, and the ability to plan and organize activities assigned to them. Meanwhile, according to Umar (2005; 64), several variables have been identified that are closely related to performance, namely work quality, employee honesty, initiative, initiative, presence, attitude, cooperation, reliability, work knowledge, sense of responsibility. and time

RESEARCH METHODS

Population and Sample

Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2010; 115). Meanwhile, the sample is part of the number and characteristics of the population (Sugiyono, 2010; 116).

In this study, the population was all employees of the Palu City Education and Culture Department with State Civil Apparatus status, totaling 92 employees . The sample is part of the total population and the characteristics possessed by the population Sugiyono (2010; 46) . In this research, a simple sampling technique was used. The sampling technique used the Slovin formula in Umar (2008; 78), so the sample obtained in this study was 48 respondents .

Classic assumption test

Before carrying out regression analysis, so that the estimates are not biased , several classical assumption tests are carried out which must be met :

Normality test

The purpose of the normality test is to find out whether the distribution of data follows or approaches a normal distribution. The normality test aims to test whether the regression model is normally distributed. The normality test can be carried out by analyzing the image seen from the points spread around the diagonal line, namely the data distribution is in the shape of a bell and the data distribution is not skewed to the left or skewed to the right.

The basis for decision making is:

1. If the data is spread around the diagonal line and follows the direction of the diagonal line, the regression model meets the assumption of normality.
2. If it spreads far from the diagonal then the regression model does not meet the normality assumption.

With the help of statistical programs. The results of the normality test can be seen in the following image:

Normal P-P Plot of Regression Standardized Residual

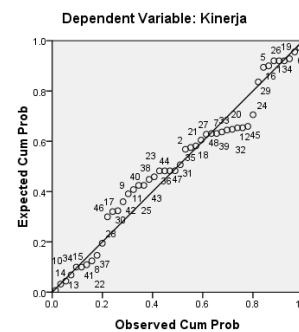


Figure 1: PP Plot normality test

The results of the normality test in Figure 1 above show that the points rest on the diagonal line, meaning they show a positive influence so that this research instrument is feasible to carry out or in other words it is normally distributed (Sugiyono, 2010).

Heteroscedasticity Test

A good regression model is one that does not occur Heteroscedasticity . To test heteroscedasticity, image analysis is carried out. Through image analysis, a regression model is deemed to have no heteroscedasticity if the points are spread randomly and do not form a clear pattern and are spread above or below zero on the Y axis.

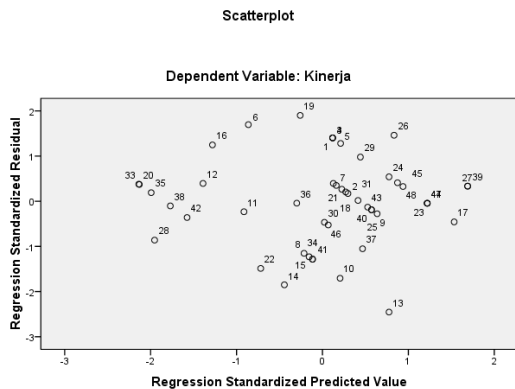


Figure 2: Scatterplot heteroscedasticity test. Figure 2 shows that the points are spread randomly and do not have a clear pattern and are either above or below zero on the Y axis. This means that heteroscedasticity does not occur in the regression model, so the regression model is suitable for use to determine employee performance based on input. the independent variable (Sugiyono, 2010)

Multiple Linear Regression Analysis

Multiple linear regression analysis in this research was used to determine the influence of compensation variables, work climate and work motivation on the performance of Banggai Regency Education and Culture Service employees. Based on tests, the following results were obtained:

Table 1
Multiple Linear Regression Test Results

Dependent Factor = Performance (Y)				
Variable	(Beta)	Std.	t-hit	Sig.t

		Error		
(Constant)	.011	,491	,022	,982
Compensation	,296	,158	2,181	,035
Work Climate	,265	,120	2,436	.019
Motivation	,380	.126	2,941	,005
n = 48				
Constant = 0.011				
Correlation Coefficient (R) = 0.806				
Coefficient of Determination (R ²) = 0.649				
F-Statistics = 27.122				
Sig.F = 0.000				

Source: Appendix

From the test results using multiple linear regression above, a multiple regression equation can be prepared for the influence of compensation, work climate and work motivation on the performance of Banggai Regency Education and Culture Service employees , namely:

$$Y = 0.011 + 0.296 X_1 + 0.265 X_2 + 0.380 X_3$$

The test results above show that the constant value is 0.011, which means that the performance of Banggai Regency Education and Culture Service employees before the independent variable is 0.011 .

Furthermore, the regression coefficient for the compensation variable (X₁) is 0.296, meaning that there is a positive influence between compensation and employee performance. This means that if compensation is carried out well, employee performance will increase. The variable regression coefficient for work climate (X₂) is 0.265, meaning that there is a positive influence between work climate and employee performance. The variable regression coefficient for work motivation (X₃) is 0.380, meaning that there is a positive influence between work motivation and employee performance, meaning that if employees have high work motivation, employee performance will increase .

Multiple or correlation coefficient (R) is the relationship between the three independent variables of compensation, work climate and work motivation on the

performance of Banggai Regency Education and Culture Service employees of 0.806, meaning that the relationship between the independent variable and the dependent variable is very strong. Based on Sugiyono's (2010) theory, being at the 0.800 – 1.000 level is very strong.

R Square or coefficient of determination (R^2) is to see the influence of compensation variables, work climate and work motivation on the performance of Banggai Regency Education and Culture Service employees of 0.649 or 64.9%, meaning the influence of the independent variable on the dependent variable. amounting to 64.9% while the remaining 35.1% is the influence of other variables not examined in this research.

DISCUSSION

The results of proving the hypothesis in this study are that the influence of compensation, work climate and work motivation simultaneously influence the performance of Banggai Regency Education and Culture Service employees. provides proof that the three independent variables, namely compensation, work climate and work motivation simultaneously influence the performance of Banggai Regency Education and Culture Service employees. Thus, it is stated that the hypothesis regarding the influence of compensation, work climate and work motivation simultaneously influence the performance of employees of the Palu City Education and Culture Service **can be accepted**.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis that has been carried out, it can be concluded that:

1. Compensation, work climate and work motivation simultaneously influence the performance of Banggai Regency Education and Culture Service employees.
2. Banggai Regency Education and Culture Service employees.
3. Banggai Regency Education and Culture Service employees.
4. Banggai Regency Education and Culture Service employees.

Suggestions

Based on the conclusions drawn, the author provides the following suggestions:

1. Leaders must give awards to employees who excel at work so that they can encourage employees to continue to improve their performance in order to improve services to the community.
2. Employees must be able to collaborate with other colleagues in the office to improve services to the community.
3. Employees must continue to work well and have high work enthusiasm in order to achieve excellent service.
4. Employees must improve their work abilities by continuing their education at a higher level.

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