

The Influence over Employee Performance at BPJS Ketenagakerjaan Tangerang City pointed through Training, Organizational Culture and Work Motivation Variables

Andika Dwi Prasetya R

Master of Management Student, Mercu Buana University
Jakarta, Indonesia

Setyo Riyanto

Associate Professor, Mercu Buana University
Jakarta, Indonesia

Abstract:- This research aims to discover and analyze those effect which occurs from training, organizational culture and work motivation against employee performance at BPJS ketenagakerjaan Tangerang City. The research method used survey method by descriptive analysis and correlational study approaches. The population which amounted to 120 people was the people who are work at BPJS ketenagakerjaan Tangerang City. Sampling technique based on simple random sampling technique and by using the Slovin formula at an error limit of 5% obtained a sample of 92 respondents. The data analysis method used multiple linear regression analysis method to examine those hypothesis. The results showed that training had an positive and strong effect on employee performance, organizational culture had positive and significant effect on employee performance, work motivation had positive and strong effect on employee performance, and those simultaneously had an effect on employee performance.

Keywords: *Training, Organizational Culture, Work Motivation, Employee Performance.*

I. INTRODUCTION

To face up the competition in current global era, every organization has required to work effectively, efficiently, and increase competitiveness in order to maintain its existence. Therefore, every company strives to improve the quality of its workers. Human resources are the main pillar as well as the driving wheel of the organization in an effort to realize the vision and mission of organization's goals, therefore we need a systematic and planned management so those desired expectations near present and future could be achieved.

One of indicator to assess those quality of human resources is the human resources performance itself and including employees performance at BPJS Ketenagakerjaan. BPJS Ketenagakerjaan is one of organization who has duty to protecting all workers through 4 (four) programme those are labor social security programs, namely old days Insurance (JHT), Work Accident Insurance (JKK), Death Guarantee (JKM) and Pension Insurance (JP).

In carrying out those operational activities, each sector or division at BPJS Ketenagakerjaan institution has an important role that could supports one another. One of success indicator from BPJS Ketenagakerjaan in realizing its vision and mission is the total receipt of contributions annually. The fees referred here are contributions from BPJS Ketenagakerjaan members both from formal sector (Wage Recipients) or informal (Not Wage Recipients) within one year. However, to date, the number of registered workers has not met expectations, especially from the informal sector. This in line with the lack of contributions received by the BPJS Ketenagakerjaan, including BPJS Ketenagakerjaan Tangerang city which has decreased in percentage over the past 3 years.

Year	Target	Realization	Percentage
2016	260.131	314.759	121%
2017	345.020	375.458	108,82%
2018	468.372	446.047	95,23%

Table 1:- Target and Realization of the Acceptance of Contribution at BPJS Ketenagakerjaan Tangerang City (in Million Rupiah)

Source: BPJS Employment (2019)

The decrease in those percentage of contributions received was allegedly due to decreased in performance, as its shown by the decline on KPI achievements during the 2016-2018 period.

Year	KPI Assessment	KPI Target
2016	5,01	5
2017	4,98	5
2018	4,86	5

Table 2:- KPI Assessment of BPJS Ketenagakerjaan Tangerang City.

Source: BPJS Employment (2019)

By this phenomenon so it is necessary to conduct a research to discover the factors which influence BPJS Ketenagakerjaan Tangerang city. From these pre-survey results of 30 respondents who are employees of BPJS ketenagakerjaan Tangerang City, it showed that the factors which influenced the employee performance at BPJS ketenagakerjaanTangerang City were Organizational Culture, Training and Work Motivation.

No	Faktor	Jumlah
1	Budaya Organisasi	24
2	Pelatihan	22
3	Motivasi Kerja	18
4	Lingkungan Kerja	10
5	Gaya Kepemimpinan	7
6	Stress Kerja	5
7	Kompensasi	4

Table 3:- Pre-Survey Results Regarding which Factors that Affecting BPJS Ketenagakerjaan's Performance at Tangerang City

Source: FGD with BPJS Structural Officer at Tangerang City (2018)

Based on the background and those phenomena which have been stated above, it is necessary to conduct a research entitled "The Influence of Training, Organizational Culture and Work Motivation against Employee Performance at BPJS ketenagakerjaan Tangerang City".

II. THEORITICAL REVIEW

A. Training

According to Dessler (2011) training is a planned effort by the company to facilitate learning of competencies related to employee work. Whereas Mathis and Jackson (2011: 250) has defined training as a process where people get the capability to do work. With training, employees could learn work material faster and more directed, so they could solve those work problems more effectively.

B. Organizational Culture

According to Marta and Suharnomo (2011) stated that organizational culture is values, symbols which are understood and adhered together, the culture owned by an organization as a differentiator of other organizations. While Mangkunegara (2010:113) explains that organizational culture is a set of assumptions or belief systems, values and norms developed in organizations which serve as guidelines for behavior to its members and overcome an external adaptation and internal integration.

C. Work Motivation

According to Gibson (2013:165) that work motivation is a force which drives an employee to cause and lead the employee behavior. While Maslow in Hasibuan (2013:141) explains that motivation is leading the power and potential of subordinates who want to work together productively to achieve and realize the goals that have been discovered. Beside that, George R Terry in Serdamayanti (2012:233) put an argues that motivation is the desire which found in an individual who could stimulates their action.

D. Employee Performance

Sarwani (2016:57) defines that employee performance as the results of work achieved so each employee could contribute to the company. Meanwhile according to Mangkunegara (2005) stated that Employee performance is work result both quality and quantity which achieved by someone in carrying out their responsibilities. In other words, good employee performance will affect company performance and in the end the company would achieve its stated of goals.

E. Prior Research

Research which conducted by Jeffrey and Ruliyanto (2017) states that training has a strong reaction over employee performance. Then research conducted by Winardi (2016) states that organizational culture has positive and strong impact over employee performance. While Wardani and Riyanto (2019) said that work motivation has positive and significant reaction on employee performance.

F. Framework

Based on those problem formulation, the aims and the research object also literature review that has been discussed previously, this research could be formulates as thinking framework as its follows:

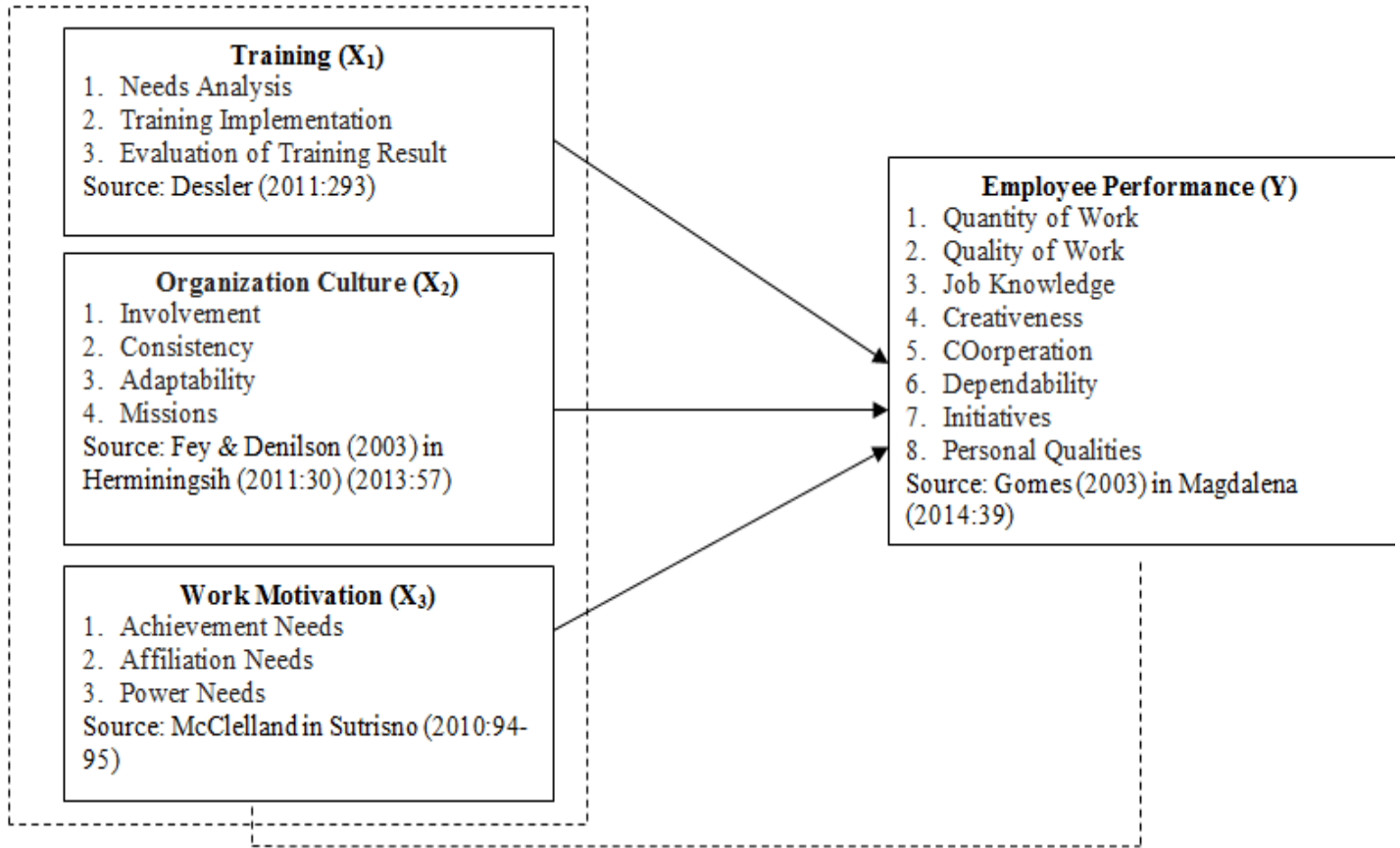


Fig 1:- Thinking Framework

G. Hypothesis

The hypothesis in this research could be drawn as follows:

- 1) Training has an influence over employee Performance at BPJS ketenagakerjaan Tangerang City.
- 2) Organizational culture has an reaction over employee performance at BPJS Ketenagakerjaan Tangerang City.
- 3) Work motivation has an affects against employee performance of BPJS Ketenagakerjaan Tangerang City.
- 4) Job training, organizational culture and work motivation has an reactions towards performance of the BPJS ketenagakerjaan's employees Tangerang City.

III. METHODOLOGY

The research method used survey method by descriptive analysis and correlational study approaches. The independent variables in this research were consisted of training, organizational culture and work motivation while the dependent variable was employee performance. The research

population amounted to 120 employee of BPJS ketenagakerjaan Tangerang City. The sampling technique used simple random sampling technique by using Slovin formula with an error limit of 5% then sample of 92 respondents was obtained. The research data type uses quantitative data while the data sources are primary and secondary data through the pre-survey research process directly in the field. Data analysis methods used multiple linear regression analysis methods through validity and reliability, classic assumption tests, hypothesis examination and correlation between dimensions.

IV. RESULTS AND DISCUSSION

A. Validity and Reliability Test

Based on the validity test, it could be seen that all indicators on the training variables, organizational culture, work motivation and employee performance have r count $>$ r table (0.205) that has been determined, so it could be concluded that all indicators are declared valid.

Num.	r _{count} X ₁	r _{table}	Info	r _{count} X ₂	r _{table}	Info	r _{count} X ₃	r _{table}	Info	r _{count} Y	r _{table}	Info
1	.774**	0.205	Valid	.680**	0.205	Valid	.796**	0.205	Valid	.697**	0.205	Valid
2	.760**	0.205	Valid	.746**	0.205	Valid	.754**	0.205	Valid	.731**	0.205	Valid
3	.757**	0.205	Valid	.744**	0.205	Valid	.795**	0.205	Valid	.663**	0.205	Valid
4	.685**	0.205	Valid	.667**	0.205	Valid	.759**	0.205	Valid	.709**	0.205	Valid
5	.656**	0.205	Valid	.657**	0.205	Valid	.675**	0.205	Valid	.616**	0.205	Valid
6	.740**	0.205	Valid	.650**	0.205	Valid	.674**	0.205	Valid	.680**	0.205	Valid
7	.690**	0.205	Valid	.642**	0.205	Valid				.673**	0.205	Valid
8	.651**	0.205	Valid	.607**	0.205	Valid						
9				.689**	0.205	Valid						
10				.688**	0.205	Valid						
11				.666**	0.205	Valid						
12				.563**	0.205	Valid						
13				.693**	0.205	Valid						

Table 4:- Result of Validity Test

The reliability test results showed that the Cronbach’s Alpha value achieved by Training variable was 0.863, Organizational Culture variable was 0.897, Work Motivation was 0.838, and Employee Performance was 0.808. So it could be decided that Cronbach’s Alpha value of each variable is greater than 0.6 so declared reliable.

No	Variable	Cronbach’s Alpha	Criteria	Information
1	Training	0,863	0,6	Reliable
2	Organizational Culture	0,897	0,6	Reliable
3	Work Motivation	0,838	0,6	Reliable
4	Employee Performance	0,808	0,6	Reliable

Table 5:- Result of Reliability Test

B. Classic Assumption Test

Based on decision making through the Kolmogorov Smirnov test, it could be seen that the significance value (Asymp. Sig. 2-tailed) is 0.078, where the value was greater than 0.05, so it could be decided that data is normally distributed.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		92
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.74332043
Most Extreme Differences	Absolute	.088
	Positive	.069
	Negative	-.088
Test Statistic		.088
Asymp. Sig. (2-tailed)		.078 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Table 6:- Normality Test Results

Based on multicollinearity test results it is known that Tolerance Training value is 0.481 > 0.10 with a VIF value of 2.078 < 10.00, then Tolerance value of the Organizational Culture variable is 0.357 > 0.10 with a VIF value of 2.805 < 10.00 and finally the Work Motivation variable with

Tolerance value of 0.464 > 0.10 with VIF value of 2,153. Referring to basis of decision making in multicollinearity test, it could be decided that there are no symptoms of multicollinearity in the regression model.

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Training	.481	2.078
	Organizational Culture	.357	2.805
	Work Motivation	.464	2.153

Table 7:- Mulicolinearity Test Results

Based on results of heteroscedasticity test, it could be seen from diagram it does not have clear pattern such as the points widened above and below the 0 point on the Y axis, so points spread randomly and do not form certain patterns. It could be stated that the data tested is free from

heteroscedasticity assumptions, so the regression model is feasible to predicted those employee performance results based on input of training variables, organizational culture and work motivation.

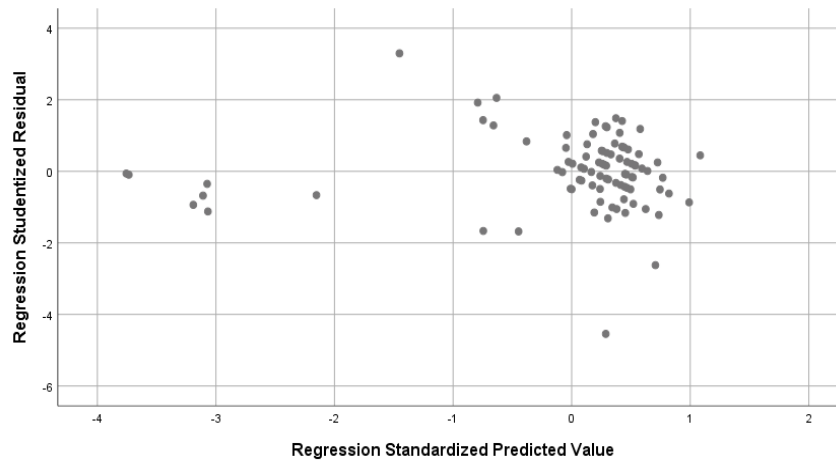


Fig. 2:- Heteroscedasticity Test Results

C. Hypothesis Examination

The results of hypothesis test shows that influence of independent variables of training (X1), organizational culture (X2) and work motivation (X3) on employee performance (Y) partially and simultaneously then the t test and F test are

carried out by looking at the result of significance. If the sig value <0.05 then the independent variable significantly influences the dependent variable. Hypothesis test results can be seen in Table 8 below.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.461	1.683		2.057	.043
Training	.308	.070	.380	4.416	.000
Organizational Culture	.166	.053	.313	3.131	.002
Work Motivasion	.248	.091	.239	2.725	.008
F				64.027	.000 ^b
R ²			.686		

Table 8: Hypothesis Test Results

From Table 8 above it could be seen that tcount value of the training variable is 4,416,tcount of the organizational culture is 3,131 and the tcount of work motivation is 2,725, because all the values of tcount> ttable (1,987)so it could be said that both training variables, organizational culture

variables, work motivation has an affects towards employee performance and value of Sig. Of the independent variables < 0.05 meaning that significant, so it could be said that H1, H2, and H3 were accepted. The regression equation is as follows:
 $Y = 3,461 + 0,308 X1 + 0,166 X2 + 0,248 X3$

The results of F test and R² test shows that the value of Fcount 64.027> Ftable (2.48) and Sig. 0,000, because of the Sig. 0,000 < Sig. 0.05 then hypothesis (H4) was accepted stating that training, organizational culture and work motivation together (simultaneously) significantly influence

employee performance by 68.6% while the remaining 31.4% was influenced by other factors outside research.

D. Correlation Between Dimensions

The correlation test results between dimensions could be seen like in Table 9 below.

Variable	Dimension	Employee Performance		
		Job Knowledge	Creativeness	Dependability
Training (X ₁)	Requirements Analysis	.475	.428	.439
	Training Needs	.492	.443	.434
	Training Evaluation	.518	.487	.393
Organizational Culture (X ₂)	Involvement	.493	.545	.388
	Consistency	.524	.560	.380
	Adaptability	.473	.512	.297
	Mission	.452	.529	.371
Work Motivation (X ₃)	Need for Achievement	.381	.392	.429
	Needs for affiliate	.500	.370	.440
	Need for Power	.474	.387	.473

Table 9:- Correlation Test Results

Based on the results of the correlation test between dimensions as seen in Table 9 above, there are conclusions as follows:

- 1) For Training variable (X₁) dimension that has the strongest relationship is between training Evaluation Analysis dimension to Job Knowledge, which has both coefficients of 0.518 (Strong enough).
- 2) Organizational Culture variable (X₂) has the strongest dimension, namely between Consistency dimension and the Creativeness, which has coefficient value of 0.560 (Strong enough).
- 3) As for Work Motivation variable (X₃) the strongest relationship occur in between the Affiliation Needs to Job Knowledge dimension, which has coefficient value of 0.500 (Strong enough).

E. Discussion

Hypothesis 1 test results show that there has positive and strong reaction of training against the employee performance at BPJS Tangerang City. This in line with previous research whom conducted by Jeffrey and Ruliyanto (2017). This means that employee performance is very dependent on training that conducted by each employee in a company. By providing appropriate training, employees are expected to be able to have maximum competence so it would encourage performance.

Hypothesis 2 test results show that there has positive and strong influence of organizational culture to employee performance at BPJS Tangerang City. This in line with previous research whom conducted by Winardi (2016). This means that if employees are able to instill cultural values in their daily work, it will improve the performance itself so the company goals could be achieved.

Hypothesis 3 test results was indicate that there has positive and significant influence of work motivation towards employee performance at BPJS Ketenagakerjaan Tangerang city. This has similiar with previous research whom conducted by Wardani and Riyanto (2019). Work motivation is very important and closely related to employees because employees while doing work must be motivated to carry out work as well as possible, managers must be motivated to complete work very well, employees must be motivated to jointly advance the company.

Hypothesis 4 test results shows that there has positive and strong reaction between training, organizational culture and work motivation against employee performance at BPJS Ketenagakerjaan Tangerang city. Those influence of these three variables on performance of employees at BPJS Tangerang City, BPJS ketenagakerjaan management could improve quality and quantity of each variables to support the improvement of employee performance by increasing these three variables simultaneously.

V. CONCLUSIONS AND SUGESSTION

A. Conclusion

Based on those results of research that author has done, these following conclusions could be drawn as its belows:

- 1) Training has an reaction over performance of BPJS Ketenagakerjaan at Tangerang City.
- 2) Organizational culture has an influences over performance of BPJS ketenagakerjaan Tangerang City.
- 3) Work motivation has an affects towards employee performance at BPJS ketenagakerjaan Tangerang City.
- 4) Togetherness(simultaneously), training, organizational culture and work motivation have an influence over

employee performance at BPJS ketenagakerjaan Tangerang city.

B. Suggestions

Based on results of research which has been done, the authors has an offered a number of suggestions. These following suggestions are expected to be useful for companies and also for the continued development of scientific research in same field of research.

➤ *Suggestions for Organizations*

- 1) Training is one of way to improve employee skills and competencies. With the right training methods its expected to be able to increase an employee productivity and would impact on progress of the company. Training for employees should be given equally to all BPJS Ketenagakerjaan's employees.
- 2) BPJS Employment should continue to maintain the existing of organizational culture. One indicator of organizational culture is creating innovation. In BPJS ketenagakerjaan program there has Insanova program, where each work unit is required to create innovations that would have benefits for the institution and also services for BPJS Ketenagakerjaan program participants. The creating innovation culture should be maintained, in addition to advancing the institution and also to improve the quality of employees.
- 3) Motivation always needs to be done to all employees as an effort to increase employee morale to develop themselves and increase productivity.
- 4) Employee performance should be strived to improve and were expected to exceed the targets set. A good employee performance will advance the institution and increase brand awareness of BPJS Ketenagakerjaan.

➤ *Suggestions for Further Research*

- 1) Adding another variables that might have an influence over employee performance at BPJS Ketenagakerjaan Tangerang City such as work environment variables, leadership style, work stress or either compensation.
- 2) Researchers could be expand the scope of research. In this research only examined the Employee of BPJS Ketenagakerjaan Tangerang City area, so the results could not be generalized to all BPJS Ketenagakerjaan.

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