

Factors That Influence Organizational Culture

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Abstract

In this study, researchers wanted to see the direct and indirect effects between work environment variables as independent variables and employee comfort as intervening variables and organizational culture as the dependent variable. This type of research uses quantitative, this research was conducted at the BPJS Employment Branch Office, BPJS Pematang Siantar Branch and BPJS Padang Sidempuan Branch. The population of this study was 80 employees and the sample used was all the population using the saturated sample technique. The data source used is primary data sources and the data collection is carried out by distributing questionnaires. The research model used is path analysis with smart PLS version 3.3.3. as a research measurement tool. The results of this study are as follows Employee comfort has a positive and significant effect on organizational culture with an original sample value of 0.241 and P values of 0.001. The work environment has a positive and significant effect on organizational culture with an original sample value of 0.694 and p values of 0.000. The work environment has a positive and significant effect on employee comfort with an original sample value of 0.637 and p values of 0.000. The work environment has a positive and significant effect on organizational culture through employee comfort directly with the original sample result of 0.151 and p values 0.001.

Keywords: Work environment, employee comfort, organizational culture.

INTRODUCTION

The work environment greatly influences employee performance because the work environment is an important factor in an organization. Every employee wants to have a comfortable environment so that the work done can run well. If the work environment is not comfortable, the work will be disrupted and make the work done not reach the target. And also unhealthy environmental conditions can cause employees to easily experience stress, not enthusiastic about working, come late, and vice versa if the work environment is healthy, employees will certainly be enthusiastic about working, not easily sick, easy to concentrate, so that work is quickly completed according to target. The general environment is everything outside the organization that has the potential to influence the organization in the form of a social and technological environment. A good work environment will certainly produce employee performance that is also good for the company in achieving company goals, therefore it is very important for the company to pay attention to the work environment to provide comfort for employees and help employees improve the performance produced

Comfort in working can improve an employee's performance. Comfort in working can also increase enthusiasm and aggressiveness in working. The strength and weakness of an organization's culture is highly dependent on how members apply it to organizational life in the company. A good organizational culture is expected to be able to provide comfort to members or employees in working and be able to provide optimal performance improvements, so that employees are able to meet the expectations expected by the company. The communication process in BPJS Ketenagakerjaan According to Fahmi (2014)

organizational culture forms values and standards that guide organizational behavior, these conditions can determine the direction of all company goals. Organizational culture is the shared values and trust given by members to the organization which then results in rules of behavior in everyday organizational life. A strong organizational culture shows a high level of agreement among members that is firmly held and agreed upon together.

Formulation of the problem

1. Is the work environment has an influence on organizational culture at PT. BPJS Employment Pematang Siantar Branch and BPJS Padang Sidempuan Branch.
2. Is the work environment affects employee comfort at PT. BPJS Employment Pematang Siantar Branch and BPJS Padang Sidempuan Branch.
3. Does employee comfort affect Organizational Culture at PT. BPJS Employment Pematang Siantar Branch and BPJS Padang Sidempuan Branch.
4. Does the work environment affect organizational culture through employee comfort at PT. BPJS Ketenagakerjaan Pematang Siantar Branch and BPJS Padang Sidempuan Branch.

Research purposes

1. To find out and analyze the influence of the work environment towards Organizational Culture at PT. BPJS Employment Pematang Siantar Branch and BPJS Padang Sidempuan Branch.
2. To find out and analyze the influence of the work environment towards employee comfort at PT. BPJS Employment Pematang Siantar Branch and BPJS Padang Sidempuan Branch.
3. To find out and analyze the influence of employee comfort towards organizational culture at PT. BPJS Employment Pematang Siantar Branch and BPJS Padang Sidempuan Branch.
4. To find out and analyze the influence of the work environment towards organizational culture through employee comfort at PT. BPJS Employment Pematang Siantar Branch and BPJS Padang Sidempuan Branch.

LITERATURE REVIEW

Organizational culture

According to Hari (2015), organizational culture is a set of assumptions, norms and values as a belief system that grows and develops in an organization as a guideline for members of the organization, so that the organization is able to carry out external adaptation and internal integration to maintain the organization's existence.

Organizational culture indicators

According to Hari (2015) it is as follows:

1. Innovative in taking risks into account, such as:
 - a. Creating new ideas for the success of the company
 - b. Dare to take risks in developing new ideas
2. Results-oriented, such as:
 - a. Determine the targets to be achieved by the company

- b. Evaluation of the results of the work that has been carried out
- 3. Oriented towards all employee interests, such as:
 - a. Fulfilling the need to carry out and do work
 - b. Support employee performance
- 4. Detail-oriented in tasks, such as:
 - a. Be careful in doing assignments
 - b. Accuracy of work results

Work environment

According to Afandi, (2018) the work environment is something that exists around employees that affects employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks in improving employee work in a company. According to Sedarmayanti, (2017) the work environment is all the tools and materials faced, the surrounding environment where a person works, his work methods and work arrangements for both individuals and groups.

Work environment indicators

According to Sedarmayanti, (2019) the work environment indicators are as follows:

- a. Lighting Include sufficient light entering each employee's workspace, which affects each employee's working conditions.
- b. Air temperature Air temperature here relates to the level of air temperature in each employee's workspace. Correct air temperature settings in the workspace provide comfort for employees in doing their work.
- c. Noise Include how sensitive employees are to sounds around the workplace, which may affect their activities.
- d. Use of color Including choosing the right color for each employee's workspace
- e. Space required Space is the process of arranging work positions between employees, including work aids such as tables and chairs.
- f. Ability to work Workability includes conditions that provide a sense of security and peace of mind to every employee in carrying out their work.
- g. Relationships between employees and other employees Creating harmonious relationships between employees can help the company in its efforts to achieve organizational goals.

Employee Comfort

According to Afandi (2018) Employee Comfort is an emotional response to various aspects of work. According to Zainal et al., (2015) Employee Comfort is an employee's evaluation of whether they are happy or not, satisfied or not with their work. Employees' feelings about work can reflect their attitudes and behavior at work.

Employee comfort indicators

According to Afandi (2018) the indicators of employee comfort are as follows:

- a. Work
 - The content of the work given to employees has satisfactory elements.
- b. Wages

The amount of payment received by employees in return for carrying out the work assigned is in accordance with their needs.

c. Promotion

Opportunities for employees to develop through positions in the company.

d. Supervisor

Someone who gives orders or instructions in carrying out work

e. Work colleague

Coworkers are a source of support, comfort, advice, and assistance for individuals.

Friendly and cooperative coworkers have a positive effect on job satisfaction.

Conceptual Framework

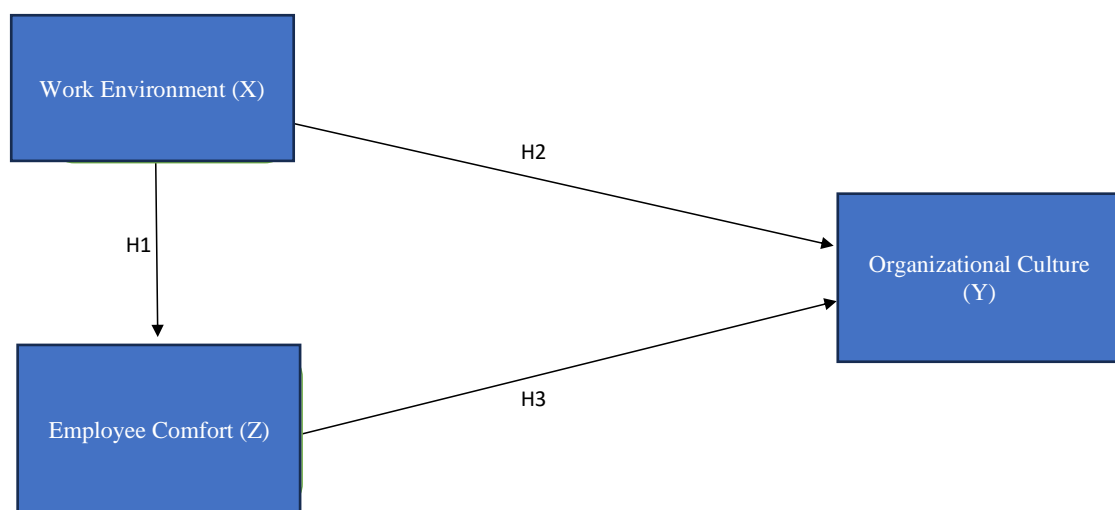


Figure 1. Conceptual Framework

Research Hypothesis

The hypothesis in this study is as follows:

H1: The work environment has a positive and significant effect on organizational culture at PT. BPJS Ketenagakerjaan Pematang Siantar Branch and BPJS Padang Sidempuan Branch.

H2: The work environment has a positive and significant effect on employee comfort at PT. BPJS Ketenagakerjaan Pematang Siantar Branch and BPJS Padang Sidempuan Branch.

H3: Employee comfort has a positive and significant effect on organizational culture at PT. BPJS Ketenagakerjaan Pematang Siantar Branch and BPJS Padang Sidempuan Branch.

H4: The work environment has a positive and significant effect on organizational culture through employee comfort at PT. BPJS Ketenagakerjaan Pematang Siantar Branch and BPJS Padang Sidempuan Branch.

METHOD

Types of research

According to Sugiyono (2017), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a particular population or sample, sampling techniques are generally carried out randomly, data collection uses research

instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

Research Location and Research Time

The location of the research was conducted at PT. BPJS Employment Branch of Pematang Siantar Jl.

Population and Sample

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at T. BPJS Ketenagakerjaan Pematang Siantar Branch and PT. BPJS Ketenagakerjaan Padang Sidempuan Branch totaling 80 employees (saturated sample).

Research Data Sources

The data sources used in this research are primary data.

Operational Definition of Research Variables

Table 1. Operational Definition of Variables

Variable Types	Definition	Indicator
Organizational culture (Y)	Organizational culture is a set of assumptions of norms and values as a belief system that grows and develops in an organization as a guideline for members of the organization, so that the organization is able to carry out external adaptation and internal integration to maintain the organization's existence (Hari, 2015).	According to Hari (2015) the indicators of organizational culture are: <ul style="list-style-type: none"> • Innovative takes risks into account, such as: • Results oriented, • Oriented towards all employee interests, • Detail oriented to tasks,
Work environment (X)	According to Sedarmayanti, (2019) the work environment is all the tools and materials encountered, the surrounding environment where a person works, their work methods and work arrangements for both individuals and groups.	According to Sedarmayanti, (2019) work environment indicators are: <ul style="list-style-type: none"> ▪ Lighting. ▪ Air temperature ▪ Noise ▪ Use of color ▪ Ability to work. • Employee relations
KEmployee Comfort (Z)	According to Afandi (2018) Employee Comfort is an employee's evaluation of whether they feel happy or not, satisfied or not with their work. Employees' feelings	The indicators of employee comfort put forward by Afandi (2018) include: <ul style="list-style-type: none"> ▪ Work ▪ Wages ▪ Promotion

	about their work can reflect their attitudes and behavior at work.	<ul style="list-style-type: none">▪ Supervisor• Work colleague
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Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test

- a. Convergent Validity
- b. Discriminant Validity

2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2012). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q² value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

At this stage, it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this study is shown in the following figure:

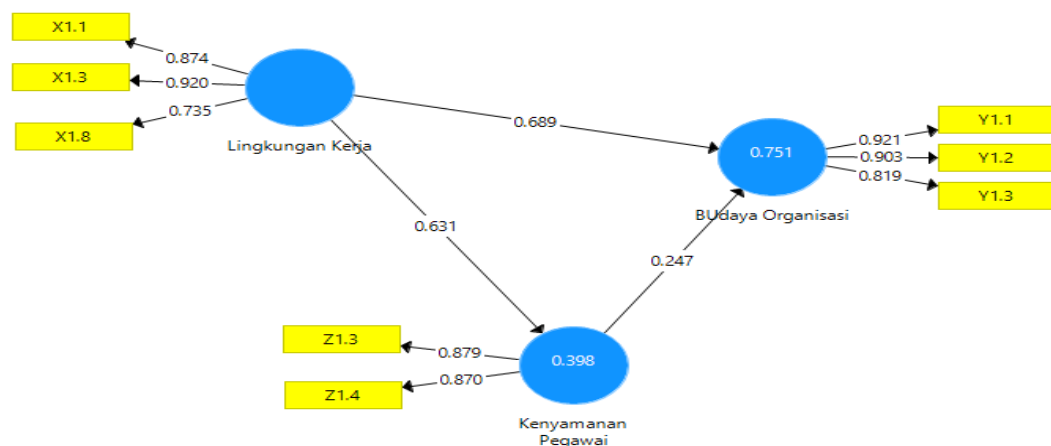


Figure 2: Outer Model

Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1.

$$Z = b1X1 + e1$$

$$Z = 0.689 + e1$$

For substructure 2

$$Y = b1X1 + b1Z + e2$$

$$Y = 0.631X1 + 0.247 + e2$$

Table 2. Outer Loadings

	Organizational culture	Employee Comfort	Work environment
X1.1			0.874
X1.3			0.920
X1.8			0.735
Y1.1	0.921		
Y1.2	0.903		
Y1.3	0.819		
Z1.3		0.879	
Z1.4		0.870	

Source: Smart PLS 3.3.3

In table 2 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

Table 3. Discriminant Validity

	Organizational culture	Employee Comfort	Work environment
Organizational culture	0.882		
Employee Comfort	0.782	0.874	
Work environment	0.845	0.631	0.847

Source: Smart PLS 3.3.3

The results of table 3 above show a value that is greater than the other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational culture	0.856	0.856	0.913	0.778
Employee Comfort	0.792	0.793	0.867	0.765
Work environment	0.798	0.812	0.883	0.717

Source: Smart PLS 3.3.3

In table 4 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

1. Coefficient of Determination (R²)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table 5. R Square Results

	R Square	R Square Adjusted
Organizational culture	0.751	0.744
Employee Comfort	0.739	0.730

Source: Smart PLS 3.3.3

There is an R square value of the Employee Comfort variable with an R square value of 0.739 and if it is expressed as a percentage of 73.9%, it means that the influence of the work environment and organizational culture variables on Employee Comfort is 73.9% and the rest is on other variables. The R square value of the Organizational Culture variable is 0.751 and if expressed as a percentage of 75.1%, it means that the influence of the Employee Comfort and work environment variables on Organizational Culture is 75.1% and the rest is on other variables.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values <0.05. The following are the consequences of the direct impact Path Coefficient:

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Comfort -> Organizational Culture	0.247	0.241	0.072	3.452	0.001
Work Environment -> Organizational Culture	0.689	0.694	0.060	11,479	0.000
Work Environment -> Employee Comfort	0.631	0.637	0.078	8,066	0.000

Source: Smart PLS 3.3.3

The results of the direct influence are as follows:

1. Employee comfort has a positive and significant effect on organizational culture with an original sample value of 0.241 and P values of 0.001. This means that employee comfort can create or improve organizational culture, because employee comfort is where he is placed, not because of the organizational culture created by the organization.
2. The work environment has a positive and significant effect on organizational culture with an original sample value of 0.694 and p values of 0.000. This means that the work environment formed by the organization and employees is able to increase the organizational culture in each employee, because a strong work environment makes the organizational culture stronger is the result of treating employees well.
3. The work environment has a positive and significant effect on employee comfort with an original sample value of 0.637 and p values of 0.000. This means that if the work environment improves, employee comfort will increase, if the work environment decreases, employee comfort will also decrease.

Table 7. Path Coefficients (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Environment -> Employee Comfort -> Organizational Culture	0.156	0.152	0.046	3.379	0.001

Source: Smart PLS 3.3.3

The results of the indirect influence above can be explained as follows:

1. Work environment has a positive and significant effect on organizational culture through employee comfort directly with the original sample results of 0.151 and p values of 0.001. This means that employee comfort is an intervening variable because it is able to influence Work environment to organizational culture directly.

CLOSING

Conclusion

1. The work environment has a positive and significant influence on organizational culture at BPJS Ketenagakerjaan Pematang Siantar Branch.

2. The work environment has a positive and significant influence on employee comfort at the BPJS Ketenagakerjaan Office Pematang Siantar Branch.
3. Employee comfort has a positive and significant impact on organizational culture at BPJS Ketenagakerjaan Office Pematang Siantar Branch.
4. Work environment has a positive and significant influence on organizational culture through employee comfort at the BPJS Ketenagakerjaan Office Pematang Siantar Branch.

Suggestion

1. Companies must be fair in maintaining the work environment in the company by making employees comfortable in working in a safe and orderly work environment.
2. The company must maintain employee comfort in working well and safely. With employee comfort in working will improve the company's performance in achieving the desired target.
3. The company's task is to build a solid organizational culture within the company, with a good organizational culture that will increase the company's value and performance in the future and will provide great benefits for the company.

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