

Employee Performance Optimization

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Abstract

This study aims to see The Influence of Organizational Culture and Job Satisfaction on Employee Performance with Job Stress as a Mediating Variable at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya. This type of research uses a quantitative method, this research was conducted at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya, the population used was 80 employees consisting of Medan City as many as 20 personnel, Medan Utara as many as 20 personnel, Tanjung Morawa as many as 20 personnel and Binjai as many as 20 personnel. The sample used was all populations of 80 employees with saturated samples as the sampling technique. The data sources used were primary data sources and data collection by distributing questionnaires. This research model uses path analysis and the measuring instrument is the smart PLS application version 3.3.3. The results of this study are as follows: Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.285 and p values 0.045. Organizational Culture has a positive and significant effect on Job Stress with an original sample value of 0.628 and P values 0.000. Job satisfaction has a positive and significant effect on employee performance with an original sample value of 0.492 and p values of 0.000. Job satisfaction has a positive and significant effect on Job Stress with an original sample value of 0.281 and p values of 0.007. Job Stress has a positive and insignificant effect on employee performance with an original sample value of 0.191 and p values of 0.149. Organizational Culture has a positive and insignificant effect on employee performance through work stress indirectly with an original sample result of 0.120 and p values of 0.165. Job satisfaction has a positive and insignificant effect on employee performance through work stress with an original sample value of 0.054 and p values of 0.234.

Keywords: Organizational Culture, Job Satisfaction, Job Stress, Employee Performance.

INTRODUCTION

Job satisfaction is something that needs to be considered by the company to achieve the sustainability of the company and if it is not considered by the organization, it will have a negative impact on the organization. Where it does not create a sense of satisfaction for employees and will have an impact on decreasing employee performance and in reality employees are less satisfied with the fulfillment provided by the company. The company is inseparable from the human resources it has. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is very important in a job where the company wants its employees to work well in order to achieve satisfactory work results, if an employee's performance is good, success in achieving goals will be easily achieved. Therefore, efforts are needed from the company to continue to improve the perception of employee performance such as implementing an organizational culture that supports employee performance perceptions, providing training that is in accordance with employee needs, and providing a work environment that can improve the perception of employee performance. Organizational culture is a system that can be interpreted together and adopted by members of the organization and provides an identity or differentiator with other

organizations. Each organization has a different culture as a guideline for thinking and behaving to achieve organizational goals. The implementation of organizational culture can be done since employees start joining the organization, this is intended to make it easier for new employees to adapt and instill organizational culture into the employee's personality. Organizational culture must be able to support the goals of the company and must be managed properly as a guide for employee behavior and a driver of performance perception. According to Sutrisno (2019) job satisfaction can increase if employees have a sense of responsibility to do their jobs optimally so that with a high sense of responsibility they can realize behavior that is directed at goals in order to achieve the final goal, namely achieving common organizational goals. In addition to pressure from the work environment, the family environment and social environment also have the potential to cause anxiety. The very detrimental impact of anxiety disorders that are often experienced by the community and employees in particular is called stress. Stress on performance can play a positive role and also a negative role. According to Greenberg in Setiyana, (2017) work stress is a construct that is very difficult to define, stress at work occurs in a person, where someone runs away from problems, since some workers carry a level of work. In the tendency to stress, work stress as a combination of sources of stress at work, individual characteristics, and stressors outside the organization.

LITERATURE REVIEW

Employee performance

According to Afandi (2018), performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics.

Employee performance indicators

According to Afandi (2018) employee performance indicators are as follows:

- a. Quantity of work results
- b. Quality of work results
- c. Efficiency in carrying out tasks
- d. Work discipline
- e. Initiative
- f. Accuracy
- g. Leadership
- h. Honesty
- i. Creativity

Organizational culture

According to Edison (2016), Organizational Culture is the result of a process of melting and merging the cultural styles and/or behaviors of each individual that were

previously brought into new norms and philosophies, which have energy and group pride in facing certain things and goals.

Organizational culture indicators

According to Edison (2016), indicators of organizational culture are:

- a. Self-awareness
- b. Aggressiveness
- c. Personality
- d. Performance
- e. Team Orientation

Job satisfaction

According to Afandi (2018) that job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employee feelings about whether or not their work is enjoyable. A general attitude towards one's work that shows the difference between the amount of rewards workers receive and the amount they believe they should receive.

Job satisfaction indicators

According to Afandi (2018) job satisfaction indicators are as follows:

- a. Work
- b. Wages
- c. Promotion
- d. Supervisor
- e. Work colleague

Job Stress

According to Spielbreg in Sinambela (2018) work stress is external demands on a person, for example objects in the environment or a stimulation that is objectively dangerous. Stress is also defined as pressure, tension or unpleasant disturbance that comes from outside a person.

Work stress indicators

According to Spielbreg in Sinambela (2018) the indicators of work stress are as follows.

1. Individual stress is a symptom of stress experienced in an individual's life.
 - a. Role conflict
 - b. Career burden
 - c. Relationships in work
2. Organizational stress is a symptom of stress caused by individuals and has an impact on decreasing the performance of an organization.
 - a. Organizational structure
 - b. Leadership

Research methods

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.

According to Sugiyono (2017) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population used by researchers is 80 employees.

Research Location and Research Time

The research location was conducted at BPJS Employment Branch Offices throughout Medan Raya, which include the following:

No.	BPJS Branch Office	Office address	Number of Samples
1	City Field	Jl. Kapten Patimura No.334, Darat, Medan Baru District, Medan City, North Sumatra 20153	20 people
2	North Medan	Jl. Marelan Raya No.108, Tanah Enam Ratus, Medan Marelan District, Medan City, North Sumatra 20245	20 people
3	Cape Morawa	Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Tj. Morawa District, Deli Serdang Regency, North Sumatra 20362	20 people
4	Binjai	Jl. Soekarno- Hatta No. 262, Km No. 19.5, Tunggurono, Binjai Timur District, Binjai City, North Sumatra 20351	20 people
	Amount		80 people

The research period was carried out for 3 months.

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 BPJS Ketenagakerjaan Branch Offices throughout Medan Raya 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
Employee Performance (Y)	According to Afandi (2018), performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics.	According to Afandi (2018) employee performance indicators are as follows: <ol style="list-style-type: none"> 1. Quantity of work results 2. Quality of work results 3. Efficiency in carrying out tasks 4. Work discipline 5. Initiative 6. Accuracy 7. Leadership 8. Honesty 9. Creativity.
Organizational Culture (X1)	According to Edison (2016), Organizational Culture is the result of a process of melting and merging the cultural styles and/or behaviors of each individual that were previously brought into new norms and philosophies, which have energy and group pride in facing certain things and goals.	According to Edison (2016), indicators of organizational culture are: <ul style="list-style-type: none"> • Self-awareness • Aggressiveness • Personality • Performance • Team Orientation
Job satisfaction (X2)	According to Davis in Mangkunegara (2013) said: "Job satisfaction is a feeling of support or lack of support that employees experience at work"	Afandi (2018) The indicators of job satisfaction include: <ul style="list-style-type: none"> ▪ Work Does the content of the work that someone does have satisfying elements? ▪ Wages The amount of pay a person receives as a result of carrying

		<p>out work is in accordance with the needs that are felt to be fair.</p> <ul style="list-style-type: none"> ▪ Promotion The possibility that someone can develop through promotion. ▪ Supervisor Someone who always gives orders or instructions in carrying out work ▪ Work colleague Coworkers who help each other in completing work.
Job Stress (Z)	<p>According to Charles D. Spielbreg in Lijan Poltak Sinambela (2018) Job stress is external demands on a person, for example objects in the environment or a stimulation that is objectively dangerous. Stress is also defined as pressure, tension or unpleasant disturbance that comes from outside a person.</p>	<p>According to Charles D. Spielbreg in Lijan Poltak Sinambela (2018), work stress indicators are grouped as follows.</p> <ol style="list-style-type: none"> 1. Individual stress is a symptom of stress experienced in an individual's life. <ol style="list-style-type: none"> a. Role conflict b. Career burden c. Relationships in work 2. Organizational stress is a symptom of stress caused by individuals and has an impact on decreasing the performance of an organization. <ol style="list-style-type: none"> a. Organizational structure b. Leadership

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.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, then it is better (good fit).

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:

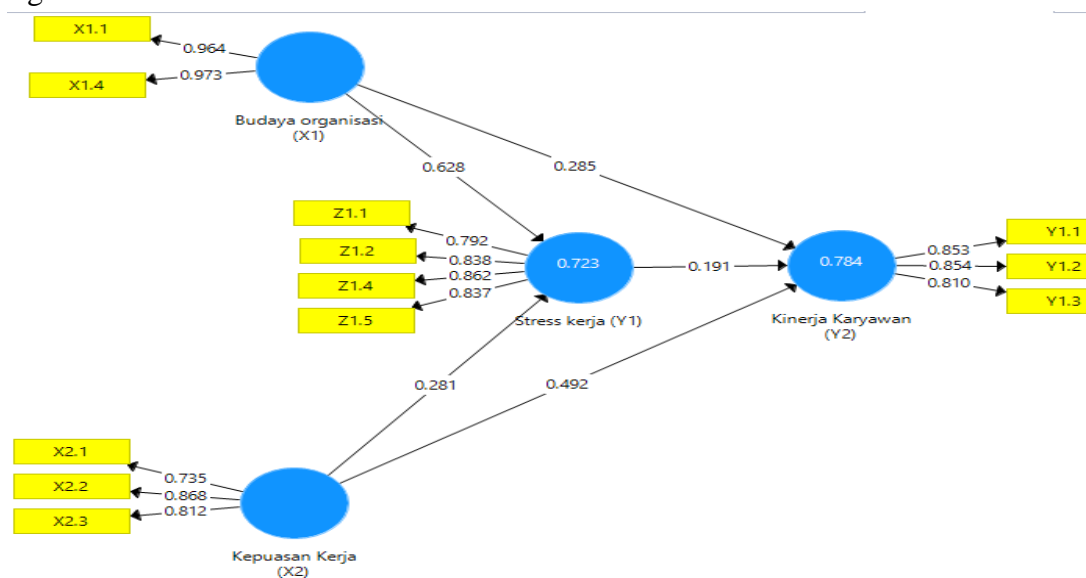


Figure 1. Outer Model
 Source: Smart PLS 3.3.3

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

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.628X_1 + 0.281X_2 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0.285X_1 + 0.492 X_2 + 0.191Z + e_2$$

Table 2. Outer Loadings

	Budaya organisasi (X1)	Kepuasan Kerja (X2)	Kinerja Karyawan (Y2)	Stress kerja (Y1)
X1.1	0.964			
X1.4	0.973			
X2.1		0.735		
X2.2		0.868		
X2.3		0.812		
Y1.1			0.853	
Y1.2			0.854	
Y1.3			0.810	
Z1.1				0.792
Z1.2				0.838
Z1.4				0.862

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

	Budaya organisasi (X1)	Kepuasan Kerja (X2)	Kinerja Karyawan (Y2)	Stress kerja (Y1)
Budaya organisasi (X1)	0.968			
Kepuasan Kerja (X2)	0.707	0.807		
Kinerja Karyawan (Y2)	0.791	0.832	0.839	
Stress kerja (Y1)	0.827	0.725	0.783	0.833

Source: Smart PLS 3.3.3

The results of table 2 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 Cronbach 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	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
Budaya organisasi (X1)	0.934	0.947	0.968	0.938
Kepuasan Kerja (X2)	0.731	0.755	0.848	0.651
Kinerja Karyawan (Y2)	0.793	0.810	0.877	0.704
Stress kerja (Y1)	0.853	0.867	0.900	0.694

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	Adjusted R Square
Kinerja Karyawan (Y2)	0.784	0.775
Stress kerja (Y1)	0.723	0.716

There is an R square value of the Job Stress variable with an R square value of 0.723 and if it is expressed as a percentage of 72.3%, it means that the influence of the variables Organizational Culture, Job Satisfaction and Employee Performance on job stress is 72.3%

and the rest is on other variables. The R square value of the Employee Performance variable is 0.784 and if it is expressed as a percentage of 78.4%, it means that the influence of the variables Organizational Culture, Job Satisfaction and job stress on Employee Performance is 78.4% 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. Path Coefficients (Direct Effect)

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
Budaya organisasi (X1) -> Kinerja Karyawan (Y2)	0.285	0.281	0.141	2.014	0.045
Budaya organisasi (X1) -> Stress kerja (Y1)	0.628	0.628	0.098	6.422	0.000
Kepuasan Kerja (X2) -> Kinerja Karyawan (Y2)	0.492	0.499	0.137	3.596	0.000
Kepuasan Kerja (X2) -> Stress kerja (Y1)	0.281	0.283	0.103	2.723	0.007
Stress kerja (Y1) -> Kinerja Karyawan (Y2)	0.191	0.183	0.132	1.444	0.149

The results of the research directly above will be explained as follows:

1. Organizational Culture has a positive and significant effect on Job Stress with an original sample value of 0.628 and P values of 0.000. This means that the existence of organizational culture can create or increase employee or staff work stress, because the work stress of a person's job where he is placed is not because of the culture created by the organization.
2. Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.285 and p values of 0.045. This means that the organizational culture formed by the organization and employees can increase employee performance in each employee, because strong performance towards the organization is the result of treating employees or staff well.
3. Job satisfaction has a positive and significant effect on Job Stress with an original sample value of 0.281 and p values of 0.007. This means that if Job Stress increases, job satisfaction will increase, if it decreases, job satisfaction will also decrease.
4. Job satisfaction has a positive and significant effect on employee performance with an original sample value of 0.492 and p values of 0.000. This means that job satisfaction can increase the sense of job satisfaction towards work performance, employees also still consider that job satisfaction is still not optimal for their employees.
5. Job Stress has a positive and insignificant effect on employee performance with an original sample value of 0.191 and p values of 0.149. This means that if employee

performance increases, employee performance on Job Stress will increase and if it decreases, employee performance will also decrease.

Table 7. Path Coefficients (Indirect Effect)

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Devias...	T Statistik (O/...	P Values
Budaya organisasi (X1) -> Stress kerja (Y1) -> Kinerja Karyawan (Y2)	0.120	0.115	0.086	1.391	0.165
Kepuasan Kerja (X2) -> Stress kerja (Y1) -> Kinerja Karyawan (Y2)	0.054	0.052	0.045	1.192	0.234

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

1. Organizational Culture has a positive and insignificant effect on employee performance through work stress indirectly with the original sample results of 0.120 and p values 0.165. This means that work stress is not an intervening variable because it is unable to influence organizational culture on employee performance indirectly.
2. Job satisfaction has a positive and insignificant effect on employee performance through work stress with an original sample value of 0.054 and p values of 0.234. This means that
3. This means that work stress is not an intervening variable because it is unable to influence job satisfaction on employee performance indirectly.

CLOSING

Conclusion

1. Organizational culture has a positive and significant influence on work stress At BPJS Employment Branch Offices Throughout Medan Raya
2. Organizational culture has a positive and significant influence on employee performance at BPJS Ketenagakerjaan, Aceh Province
3. Job satisfaction has a positive and significant effect on work stress at BPJS Manpower of Branch Offices throughout Medan Raya.
4. Job satisfaction has a significant positive effect on employee performance at BPJS Manpower of Branch Offices throughout Medan Raya.
5. Work stress has a positive and insignificant effect on employee performance at BPJS Manpower of Branch Offices throughout Medan Raya.
6. Organizational culture has a positive and insignificant effect on employee performance through work stress indirectly in BPJS Manpower of Branch Offices throughout Medan Raya.
7. Job satisfaction has a positive and insignificant effect on employee performance through Work Stress in BPJS Manpower of Branch Offices throughout Medan Raya.

Suggestion

1. Companies must be fair in treating employees, do not make exceptions between employees, even if the employees are part of the family, old friends or special relationships, they must still be fair and obey the rules.

2. Companies must sort out which organizational cultures are bad and which are good and gradually eliminate the bad cultures that are mushrooming by implementing strict organizational regulations for employees.
3. Companies must make employees feel satisfied with working in the company by providing appropriate work for them and appropriate compensation and salary for each employee.
4. The company's job is to build employee trust in the company that the company will make the employee prosperous and become better.

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