Performance Determinants

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Abstract

This research aims to examine the influence of organizational culture and individual characteristics on the performance of employees of BPJS Ketenagakerjaan Aceh Raya Branch Office with work experience as a moderating variable. The type of research that researchers use is quantitative research. The population and sample in this research are all permanent employees at PT. BPJS Employment Banda Aceh Branch Office has 70 employees (saturated sample). Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results of this research are as follows: Organizational culture has a positive and significant effect on employee performance with an original sample value of 0.334 and a p value of 0.007. Individual Character has a positive and insignificant effect on Employee Performance with an original sample value of 0.382 and a p value of 0.069. Work Experience has a positive and insignificant effect with an original sample value of 0.258 and a p value of 0.147. Organizational culture has a positive and insignificant effect on employee performance and work experience is not able to moderate it with the original sample result being 0.079 and p value 0.671. Individual characteristics have a negative and insignificant effect and are moderated by work experience with an original sample value of -0.084 and a p value of 0.597.

Keywords: Organizational Culture, Individual Characteristics, Work Experience, Employee Performance.

INTRODUCTION

Humans (employees) are creatures who work in an organizational environment, they need each other and cooperation is an inseparable part of life and humans are also individualistic creatures who have egos and determination. Leaders are part of the human resource development process, where human resources are assets of an organization or industry which, if managed properly, can produce added value for the company (Prasetiyani, 2020). According to (Djunaedi, 2017) employee performance is the result of work in terms of quantity and quality that has been achieved by employees in carrying out a task given to them. According to Riani (2015) organizational culture is the norms and values that show the attitudes of members of the organization. Each member should behave well with the culture that has been implemented in order to be accepted in the organizational environment. According to Thoha. (2015) related to individual characteristics, that individuals bring into the organizational structure, abilities, personal beliefs, expectations of needs and past experiences. These are all characteristics possessed by individuals and these characteristics will enter a new environment, namely the organization. The most important resource in an organization is human resources, every human being has individual characteristics that differ from one another. The future of an individual in an organization does not depend on performance alone. Managers also use subjective measures that are judgmental. What is perceived by the assessor as a good or bad employee character/behavior will affect the assessment.

Formulation of the problem
1. Does Organizational Culture Have a Positive and Significant Influence on BPJS Employment Employee Performance?All over Greater Aceh?
2. Do Individual Characteristics Have a Positive and Significant Influence on the Performance of BPJS Employment Branch Employees?All over Greater Aceh?
3. Does Work Experience Have a Positive and Significant Influence on the Performance of BPJS Ketenagakerjaan Employees at Branch Offices in Aceh Raya?
4. Does Organizational Culture Have a Positive and Significant Influence on Employee Performance Moderated by Work Experience at BPJS Ketenagakerjaan Branch Offices in Aceh Raya?
5. Do Individual Characteristics Have a Positive and Significant Influence on Employee Performance Moderated by Work Experience at BPJS Ketenagakerjaan Branch Offices in Aceh Raya?

Research purposes
1. To find out and analyze the influence of Organizational Culture on the Performance of BPJS Employment Branch EmployeesAll over Greater Aceh
2. To find out and analyze the influence of individual characteristics on the performance of BPJS Employment Branch EmployeesAll over Greater Aceh
3. To find out and analyze the influence of work experience on the performance of BPJS Employment employees at branch offices throughout Aceh Raya.
4. To find out and analyze the influence of Organizational Culture on Employee Performance moderated by Work Experience at BPJS Employment Branch Offices in Aceh Raya
5. To find out and analyze the influence of Individual Characteristics on Employee Performance moderated by Work Experience at BPJS Employment Branch Offices in Aceh Raya

LITERATURE REVIEW
Employee performance
According to Silaen (2021) Employee performance is the work results achieved by a person in carrying out the tasks assigned to him to achieve work targets. Employees can work well if they have high performance so that they can produce good work. According to Mangkunegara (2017) the term performance comes from the word job performance or actual performance (work performance or actual performance achieved by a person). The definition of employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him.

Performance Indicators
According to Silaen (2021) the performance indicators are as follows:
a. Quality of Work.
b. Quantity of Work.

c. Punctuality.

d. Effectiveness.

e. Commitment.

Organizational culture

According to Robbins (2015) organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. According to Afandi (2018) Organizational Culture is an invisible force that can influence the thoughts, feelings and actions of people who work in an organization. Organizational Culture includes values that have the same meaning for its members as well as the same beliefs about the existence of the organization and certain behaviors that are expected to be displayed by all members of the organization.

Organizational Culture Indicators

According to Afandi (2018) the indicators of organizational culture are as follows:

a. Implementation of norms.

b. Implementation of values

c. Trust

d. Implementation of the code of ethics

Individual Characteristics

According to Hanifah (2019) Individual characteristics are that each person has different views, goals, needs and abilities from each other. According to Rahman (2014), individual characteristics are distinctive features that show a person's differences in motivation, initiative, ability to remain steadfast in facing tasks until completion or solving problems or how to adapt to changes that are closely related to the environment that affect individual performance.

Individual Characteristics Indicators

Individual characteristic indicators according to Hanifah (2019) are as follows:

1. Ability

2. Mark

3. Attitude

4. Interest

Work experience

According to Muhibbang (2014) Work experience is a measure of the length of time or work period that someone has taken to understand the tasks of a job and have carried them out well. According to Foster (2015) work experience is one of the most important factors in a company. Employees who have a lot of work experience will adapt very easily to the existing work. Work experience is the main capital for someone to enter a certain field.
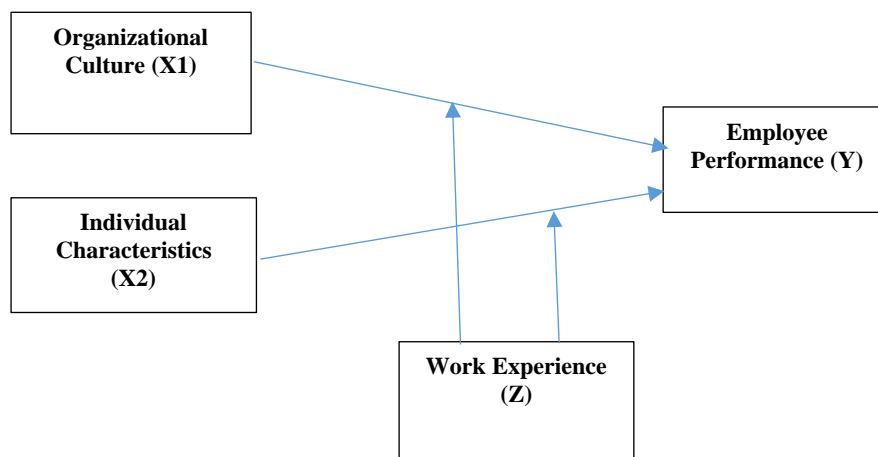
Work Experience Indicator

According to Foster (2015) the work experience indicators are:

1. Length of time/work period.
2. The level of knowledge and skills possessed.
3. Mastery of the job.

Conceptual Framework

To get a simpler picture, it can be explained using the following scheme:

Figure 1: Conceptual Framework
Source: Processed by the Author (2024)

Hypothesis

H1: Organizational Culture has a positive and significant influence on the performance of BPJS Employment employees at branch offices throughout Aceh Raya.

H2: Individual Characteristics have a positive and significant effect on the Performance of BPJS Employment Employees at Branch Offices throughout Aceh Raya.

H3: Work experience has a positive and significant effect on the performance of BPJS Ketenagakerjaan employees at branch offices throughout Aceh Raya.

H4: Organizational Culture has a positive and significant effect on Employee Performance moderated by Work Experience at BPJS Employment Branch Offices in Aceh Raya

H5: Individual Characteristics have a positive and significant effect on Employee Performance moderated by Work Experience at BPJS Employment Branch Offices in Aceh Raya

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.

This research was conducted at BPJS Employment Branches in Aceh Raya:

1. BPJS Employment Langsa: Jl. Ahmad Yani, Baro Village, Old Langsa, Langsa City (15 Employees)
2. BPJS Employment Meulaboh Jl. National Meulaboh - Tapaktuan KM 4 Meureubo Village, Meureubo District, West Aceh Regency (15 Employees)
3. BPJS Employment Lhokseumawe Jl. Teuku Hamzah Bendanar, Simpang Empat Banda Sakti, Lhokseumawe City (15 Employees)
4. BPJS Employment Banda Aceh Jl. T. Daud Beureueh No.152 Banda Aceh City (25 employees)

This research started in August - October 2024

Population

The population and sample in this study were all permanent employees at PT. BPJS Ketenagakerjaan Branch Offices in Aceh Raya totaling 70 employees (saturated sample).

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. Cronbach's alpha value is recommended to be greater than 0.7 and 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)
2. Predictive Relevance (Q2)
3. t-Statistic
4. Path Coefficient

RESULTS AND DISCUSSION

Instrument Test

Through the use of initial questionnaire instrument testing, the validity and reliability of the variables and indicators collected for this study have been examined. The test findings indicate that the model to be used in the study has four variables, namely as follows:

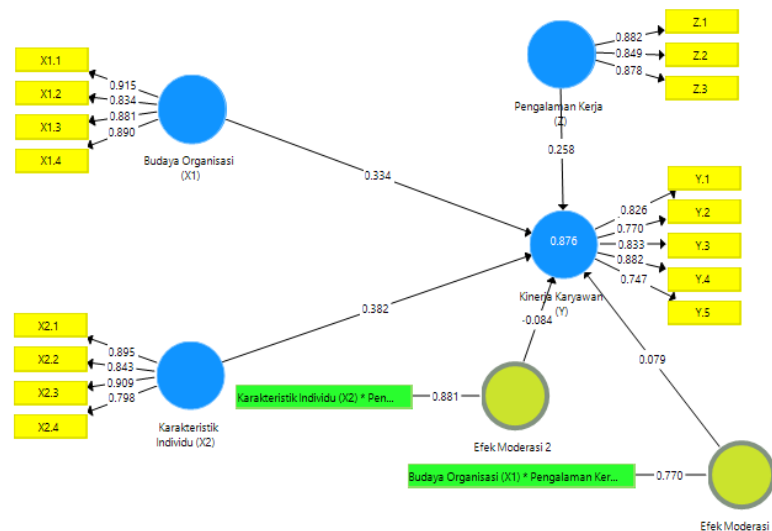### Evaluation of measurement model (outer model)

Figure 2. Research Model

The equations in this study are as follows:

$Y: b_1X_1 + b_2Z + b_3X_1Z + e_1$

$Y: 0.334 X_1 + 0.258 Z + 0.079X_1Z + e_2$

$Y: b_2X_2 + b_3Z + b_4X_2Z + e_2$

$Y: 0.382X_2 + 0.258Z + 0.084X_2Z + e_2$

Validity and reliability tests are used to evaluate the measurement model, also known as the external model. The loading factor value of each indicator is determined through a validity test; an indicator is considered valid if its loading factor value is 0.7 or more. Table 1 shows that certain indicators have a loading factor value of less than 0.7, which means that these indicators will be removed in the next stage. After the invalid indicators are removed, the final model produced will look like Figure 2.

Table 1. Recapitulation of Research Indicator Loading Factor Values

	Organizational Culture (X1)	Individual Characteristics (X2)	Employee Performance (Y)	Work Experience (Z)
X1.1	0.915			
X1.2	0.834			
X1.3	0.881			
X1.4	0.890			

X2.1		0.895		
X2.2		0.843		
X2.3		0.909		
X2.4		0.798		
Y.1			0.826	
Y.2			0.770	
Y.3			0.833	
Y.4			0.882	
Y.5			0.747	
Z.1				0.882
Z.2				0.849
Z.3				0.878

Source: Smart PLS3.3.3

In the figure and table 1, all loading factor indicators have a value > 0.7, meaning that the indicator is a valid indicator because it is greater than 0.700 or 0.7.

Discriminant Validity

The findings of the discriminant validity test will be discussed in this section. The cross loading value is used for the discriminant validity test. If the cross loading value of an indicator on a variable is greater than that of another variable, then it is said to indicate discriminant validity. The cross loading value for each indicator is as follows:

Table 2. Discriminant Validity

	Organizational Culture (X1)	Individual Characteristics (X2)	Employee Performance (Y)	Work Experience (Z)
X1.1	0.915	0.859	0.819	0.880
X1.2	0.834	0.595	0.732	0.628
X1.3	0.881	0.773	0.764	0.753
X1.4	0.890	0.822	0.843	0.864
X2.1	0.743	0.895	0.723	0.806
X2.2	0.813	0.843	0.854	0.792
X2.3	0.782	0.909	0.813	0.814
X2.4	0.647	0.798	0.697	0.755
Y.1	0.744	0.693	0.826	0.745
Y.2	0.693	0.660	0.770	0.639
Y.3	0.781	0.805	0.833	0.759
Y.4	0.771	0.812	0.882	0.838
Y.5	0.657	0.681	0.747	0.689
Z.1	0.760	0.745	0.725	0.882

Z.2	0.771	0.802	0.839	0.849
Z.3	0.794	0.845	0.788	0.878

Source: Smart PLS3.3.3

Based on the cross loading value, all indicators have a larger correlation coefficient with each construct compared to the correlation coefficient value of the indicators in other constructs.

Composite reliability

The combined reliability test of the indicator block, which measures the construct, is conducted next. If the combined reliability value of a construct is more than 0.60, it is considered reliable. In addition, it can be observed by testing the reliability of the construct or latent variable determined by examining the Cronbach's alpha value in the indicator block. If the Cronbach's alpha value of a construct is more than 0.7, it is considered reliable.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X1)	0.903	0.932	0.776
Moderation Effect 1	1,000	1,000	1,000
Moderation Effect 2	1,000	1,000	1,000
Individual Characteristics (X2)	0.884	0.920	0.744
Employee Performance (Y)	0.871	0.907	0.662
Work Experience (Z)	0.839	0.903	0.756

Source: Smart PLS3.3.3

In table 3, it can be seen in the Cronbach alpha column that the value of each variable is greater than 0.7, which indicates that the reliability data of the variable is reliable. Because the data is more than 0.6, it can be explained that each variable is considered reliable in the Composite Reliability column, the value of which is greater than 0.6. Each variable in the AVE column has a value greater than 0.7, this indicates that the data is valid according to the AVE standard. Because all variables in the reliability, AVE, and Cronbach alpha columns have values greater than 0.7 and 0.6, respectively, all are considered valid and reliable.

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)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.876	0.867

Source: Smart PLS3.3.3

There is an R square value for Employee Performance of 0.876 with a percentage of 87.6%, meaning that the influence of Organizational Culture, Individual Characteristics moderated by Work Experience on Employee Performance is 0.876 or 87.6% and the rest is in other variables.

Hypothesis Testing

After examining the inner model, the next step is to analyze the relationship between idle build as suspected in this study. Speculation testing in this review is done by looking at T-Statistics and P-Values. It is stated openly whether P-Values are less than 0.05 and T-Insights values are greater than 1.96. The following is the direct impact of the Path Coefficient:

Table 5. Hypothesis Testing

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Culture (X1) -> Employee Performance (Y)	0.334	2,714	**0.007**	**Accepted**
Moderation Effect 1 -> Employee Performance (Y)	0.079	0.425	**0.671**	**Rejected**
Moderation Effect 2 -> Employee Performance (Y)	-0.084	0.529	**0.597**	**Rejected**
Individual Characteristics (X2) -> Employee Performance (Y)	0.382	1,821	**0.069**	**Rejected**
Work Experience (Z) -> Employee Performance (Y)	0.258	1,452	**0.147**	**Rejected**

Source: Smart PLS3.3.3

In the hypothesis results in table 5, the explanation of the hypothesis results is as follows:

1. Organizational Culture has a positive and significant effect on Employee Performance with an original sample value of 0.334 and p values of 0.007. This means that if

organizational culture improves well, employee performance will also improve well. And if it decreases, employee performance will decrease.

2. Individual Character has a positive and insignificant effect on Employee Performance with an original sample value of 0.382 and p values of 0.069. This means that the characteristics have a positive but insignificant effect in this study, it is possible that in other studies this will have a positive and significant effect.

3. Work Experience has a positive and insignificant effect with the original sample value of 0.258 and p values of 0.147. This means that work experience does have a positive effect on employee performance in this study and it is possible that in other studies and other places, these results can be positive and significant.

4. Organizational Culture has a positive and insignificant effect on Employee Performance and work experience is not able to moderate with the original sample results of 0.079 and p values 0.671. This means that work experience is not able to moderate organizational culture on employee performance because it does not have a significant effect.

5. Individual Characteristics have a negative and insignificant effect and are moderated by work experience with an original sample value of -0.084 and p values of 0.597. This means that work experience is unable to moderate individual characteristics on employee performance because it does not have a significant effect.

CLOSING
Conclusion

1. Organizational Culture has a positive and significant effect on Employee Performance with an original sample value of 0.334 and p values of 0.007.

2. Individual Character has a positive and insignificant effect on Employee Performance with an original sample value of 0.382 and p values of 0.069.

3. Work experience has a positive and insignificant effect with an original sample value of 0.258 and p values of 0.147.

4. Organizational Culture has a positive and insignificant effect on Employee Performance and work experience is unable to moderate with the original sample results of 0.079 and p values of 0.671.

5. Individual Characteristics have a negative and insignificant influence and are moderated by work experience with an original sample value of -0.084 and p values of 0.597.

Suggestion

1. It is hoped that the organization can use input and lessons to cover or reduce mistakes, shortcomings and disputes between employees in order to advance the organization.

2. It is hoped that this research can be used as reference material for other research with the title others and other models.

3. Organizations must change bad organizational culture by conducting briefings with superiors.

4. Each employee has different characteristics. The organization must be able to master and understand the characteristics of each employee.

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