

# THE INFLUENCE OF ATTITUDE, BEHAVIOR AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT BPJS KETENAGAKERJAAN MUARAENIM BRANCH

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**Abstract.** This research was conducted aiming to determine the effect of attitudes, behavior and organizational culture on employee performance at the Muaraenim branch of Employment BPJS. The population in this study were all 157 employees of the Muaraenim branch of the Employment BPJS. The results of multiple linear analysis show that attitudes, behavior and organizational culture have a positive and significant effect on employee performance at the Muaraenim branch of the Employment BPJS. Attitude, it is necessary to evaluate the facilities needed by employees, such as adding or upgrading computers/laptops as well as facilities and infrastructure that are tailored to the needs of employees. Behavior, there are several relationships between fellow employees and employees with superiors that are not well established. Organizational culture, with frequent changes in leadership, requires employees to get used to the established work rhythm

**Keywords:** attitude; behavior; organizational culture; employee performance

## I. INTRODUCTION

Developments in the era of globalization have caused Indonesia to be filled with various companies engaged in all fields, one of which is a world-class insurance company that provides quality services for workers. In its development, every company engaged in any field or aspect has challenges in achieving the targets set by each company. In insurance companies, the challenge at this time is how national and private insurance companies provide high service and responsibility for their insurance users. Insurance companies must have qualified human resources in order to compete with other companies. Human resources regulate the relationships and roles that the company has efficiently and effectively, and can be used optimally to achieve company goals [1]. Employment Social Security Administration Agency (BPJS), which is a public legal entity that is responsible to the president and functions to administer Work Accident Insurance (JKK), Death Insurance (JKM), Old Age Security (JHT) programs, with the addition of a new program, namely Social Security Pension (JP) starting July 1 2015, for all workers in Indonesia including foreigners who work for at least 6 (six) months in Indonesia. In implementing the Employment BPJS program, matters relating to expanding and increasing membership of both the workforce and companies are the main benchmarks for how the role of Employment BPJS can run evenly for all levels of the workforce. Recognizing the magnitude and dignity of this responsibility, BPJS Ketenagakerjaan continues to improve competency in all service lines while developing various programs and benefits that workers and their families can directly enjoy.

The Employment Social Security Administrative Body (BPJS) is a public legal entity that is responsible to the president and functions to administer the Work Accident Benefit (JKK), Death Benefit (JKM), Old Age Benefit (JHT), with the addition of the Pension Benefit program (JP) starting 1 July 2015, for all workers in Indonesia including foreigners who work at least 6 (six) months in Indonesia. Currently, in implementing its program, Employment BPJS is expected to address the issue of expanding informal sector participation, especially in the city of Muaraenim.

Table 1. Achievement of Performance at BPJS Employment Branch Muaraenim Year 2019-2021

No	Indicator	Year		
		2019	2020	2021
1	Strategic Outcomes	39.08	46.23	47.87
2	Strategic Drivers	44.97	41.36	36.48
3	Strategic Resources	8.21	12.46	12.00
Total		92.26	100.05	96.34

Data source: Muaraenim Branch Employment BPJS, 2022

In Table 1 it can be seen that in 2021 the Muaraenim branch of the Employment BPJS has not been able to reach the set targets. In 2021 it is seen that the target is 96.34. The factors that hinder the achievement of excellent service at the Muaraenim branch of Employment BPJS, namely customers who feel dissatisfied with the services provided, such as employee responses in dealing with customer complaints, there are still employees who are less communicative with what customers need. To see how conditions regarding the performance of BPJS Ketenagakerjaan employees at the

Muaraenim branch, the researchers conducted a pre-survey of 15 respondents. The survey results in Table 1 found the condition of employees who procrastinated on the work given by the respondents' answers by 66.7 percent, employees who did not reach the target by the respondents' answers by 66.7 percent and employees who objected to being given more than one assignment by the respondents' answers 60 percent. This shows that the performance of employees of the Muaraenim branch of Employment BPJS is still not optimal because the majority of employees in carrying out work still do not maximize work time with many delays in carrying out work carried out and employees object to being given more assignments and this will certainly affect the success of the company in achieve the set target.

Management that is too task oriented also has the effect of not being motivated by employees towards results and service quality. Formality in the details of organizational tasks demands high uniformity and uniformity. As a result, employees are afraid of making mistakes and tend to adapt their work as much as possible to the operational guidelines (juklak), even though the conditions they encounter in the field are very different from those regulations. Meanwhile, we realize that the quality of a service does not only depend on effectiveness and efficiency, but also needs to be supported by good politeness and responsiveness from service providers.

## II. RESEARCH METHODS

The population in this study is all employees in the work area of the Muaraenim Branch Employment BPJS in 2022 with a total of 157 employees. Determining the number of samples used by the authors in this study is the census method (saturation sampling) which is a sampling technique when all members of the population are used as samples. The sampling method used in this study is the saturated sample method. Saturated sample method is a sampling technique when all members of the population are used as samples. In this study, the respondents in this study were all employees in the work area of the Muaraenim Branch Employment BPJS in 2022 as many as 157 employees and all of them were the number of respondents in this study. The data collection method is through questionnaires which are distributed to all employees in the work area of the Muaraenim Branch Employment BPJS in 2022 with a total of 157 employees. The questionnaire in this study is a statement related to attitude, behavior and organizational culture variables on employee performance.

## III. RESULTS AND DISCUSSION

The value of  $t_{hitung}$  the attitude variable (X1) is 5.311 and the significance value is 0.000, so the value  $t_{hitung} > t_{tabel}$  is  $(5.311 > 1.975)$  or the value (Sig.)  $0.000 < 0.05$ . This means that attitude has a significant effect on employee performance at the Muaraenim branch of Employment BPJS. This proves that the first hypothesis that attitude has a positive and significant effect can be accepted. The value of  $t_{hitung}$  the

behavior variable (X2) is 4.803 and the significance value is 0.002, so the value  $t_{hitung} > t_{tabel}$  is  $(4.803 > 1.975)$  or the value (Sig.)  $0.002 < 0.05$ . This means that behavior has a significant effect on employee performance at the Muaraenim branch of the Employment BPJS. This proves that the second hypothesis of positive and significant influence behavior can be accepted. value  $t_{hitung}$  (X3) is 6.305 and a significance value is 0.000, so the value  $t_{hitung} > t_{tabel}$  is  $(6.305 > 1.975)$  or the value (Sig.)  $0.000 < 0.05$ . This means that organizational culture has a significant effect on employee performance at the Muaraenim branch of the Employment BPJS. This proves that the third hypothesis of organizational culture has a positive and significant effect can be accepted.

The results of the analysis obtained in this study indicate that attitude has a positive and significant effect on employee performance at the Muaraenim branch of the Employment BPJS so that the first hypothesis can be accepted. The results of this study are in line with the results of research [1]; [2]; [3]; [4]; [5]; [6]; [7]; [8]; [9]; [10]; [11]; [12]; [13]; [14]; [15] showed that attitude has a positive and significant effect on employee performance.

The results of the analysis show a positive and significant influence between attitudes and employee performance. There is still a relationship between fellow employees and employees with superiors who are less harmonious, forming an uncomfortable attitude. Although only a few employees have less harmonious relationships, on average employees show a professional attitude at work in order to create an environment with good co-workers to provide performance results that are in line with the expectations and targets set by the agency. The results of the analysis obtained in this study indicate that behavior has a positive and significant effect on employee performance at the Muaraenim branch of the Employment BPJS so that the second hypothesis can be accepted. The results of this study are in line with research results [16]; [5]; [6]; [7]; [17]; [18]; [9]; [11]; [19] showed the results that behavior has a positive and significant effect on employee performance. The results of the analysis show a positive and significant influence between behavior and employee performance. The biggest percentage for the answers "Agree" and "Strongly Agree" is 84.87%, which is on the dimension of ability to social relations. While the lowest percentage is in the dimension of self-control, which is equal to 69.45%. This means that the behavior of BPJS Ketenagakerjaan employees at the Muaraenim branch has several relationships between fellow employees or superiors that have not been well established. However, the ability to social relations can already be intertwined, meaning that employees who have poor relationships with fellow employees continue to carry out their duties and responsibilities as usual.

The results of the analysis obtained in this study indicate that organizational culture has a positive and significant effect on employee performance at the Muaraenim branch of the Employment BPJS so that the third hypothesis can be accepted. The results of this study are in line with the results of research [20]; [21]; [22]; [23]; [24]; [25]; [26]; [27]; [28]; [29]; [30], [31] showed results that organizational

culture has a positive and significant effect on employee performance. The results of the analysis show a positive and significant influence between organizational culture and employee performance. The largest percentage for the answers "Agree" and "Strongly Agree" is 88.1%, namely on the dimensions of innovation and risk control. While the lowest percentage is in the dimension of attention to detail, which is equal to 69.45%. This means that the organizational culture at BPJS Ketenagakerjaan, especially the Muarenim branch, which is the main factor in conducting the evaluation, is the existing leadership. Due to the frequent changes in organizational structure and frequent changes in leadership, employees need to adapt to the different work rhythms of each leader.

#### IV. CONCLUSION

Attitudes, behavior and organizational culture have a positive and significant effect on employee performance at the Muarenim branch of the Employment BPJS

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