

The Influence of Work Environment on Organizational Culture with Employee Comfort as An Intervening Variable in BPJS Branch Pematang Siantar and BPJS Branch Padang Sidempuan

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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 done 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: Employee motivation, organizational commitment, organizational culture, employee performance.

1. INTRODUCTION

BPJS Employment has functions and responsibilities such as, conducting and receiving registration for BPJS participants, collecting and collecting contributions from participants and employers, receiving contribution assistance from the government, managing social security funds for the benefit of participants, collecting and managing data on social security program participants, providing benefits and financing health services in accordance with the provisions of the social security program, also responsible for providing information regarding the implementation of social security programs to participants and the public. The main function of BPJS Employment is to organize work accident insurance programs, death insurance programs, pension insurance programs and old age insurance.

The work environment is very influential for 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 uncomfortable, 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 then the employees will certainly be enthusiastic at work, not easily sick, easy to concentrate, so that the work becomes quickly completed according to the target. The general environment is everything outside the organization that has the potential to affect the organization in the form of a social and technological environment. According to Sedarmayanti (2017) the work environment is stated that the overall tooling and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as an individual and as a group.

A good work environment will certainly result in good employee performance for the company in achieving company goals, therefore it is very important for companies to pay attention to the work environment to provide comfort for employees and help employees improve the resulting performance.

A relaxed work culture can make employees feel comfortable at work. Comfort at work can improve the performance of an employee. Comfort at work can also increase enthusiasm and aggressiveness at work. The strength and weakness of an organization's culture depends 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 at work and be able to provide optimal performance improvement, so that employees are able to meet the expectations expected by the company. The communication process in BPJS Ketenagakerjaan Pematang Siantar Branch is based on several types of organizational communication, vertical communication from top to bottom in providing memos and work instructions from superiors to their respective subordinates, sometimes the memo or work instructions are given directly by the leadership. For bottom-up communication in the form of criticism or feedback directly or indirectly.

According to Fahmi (2014: 110) organizational culture forms values and standards that guide organizational behavior, these conditions can determine the direction of all company goals. Meanwhile, according to Robbins and Timothy (2014: 289) suggest that organizational culture is a shared perception shared by members of the organization. Organizational culture is the shared values and beliefs given by members to the

organization which then produce rules of conduct in organizational daily life. A strong organizational culture shows high agreement among members who are firmly held and agreed upon together. The organizational culture at the BPJS Employment Pematang Siantar Branch previously seemed more well organized, all existing rules were obeyed and feared by employees. The current organizational conditions seem rigid and become a scourge for employees, such an organizational culture is deemed ineffective by the leadership of the Pematang Siantar Branch Employment BPJS.

Based on the description above, the researcher is interested in conducting research with the title The effect of work environment on organizational culture with employee comfort as an intervening variable at the Pematang Siantar Branch BPJS and Padang Sidempuan Branch BPJS.

2. LITERATURE REVIEW

a. Work Environment

According to Sedarmayanti, (2017) the work environment is the overall tool and material faced, the surrounding environment in which a person works, his work methods and his work arrangements for individuals and groups. According to Afandi, (2018) the work environment is something that is 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 work facilities that support employees in completing tasks in increasing employee work in a company.

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

- 1) Lighting Include enough light into the workspace of each employee, which affects the working conditions of each employee.
- 2) Air temperature The air temperature here relates to the level of air temperature in each employee's workspace. Setting the air temperature in the correct workspace provides comfort for employees in doing their work.
- 3) Noise Include how sensitive employees are to sounds around the workplace, which can affect their activities.
- 4) Use of color Include choosing the right color for each employee's workspace.
- 5) Space required Space is the process of organizing work positions between employees, including work aids such as tables and chairs.
- 6) Workability Workability includes conditions that provide a sense of security and tranquility to each employee in carrying out their work.
- 6) Relationship between employees and other employees The creation of harmonious relationships between employees and other employees can help companies in their efforts to achieve organizational goals.

b. Employee Comfort

According to Zainal et al., (2015) Employee comfort is an employee's evaluation of whether he feels happy or not, satisfied or not with his job. Employees' feelings towards work can reflect their attitudes and behavior at work. Meanwhile, according to (Afandi, 2018) Employee comfort is an emotional response to various aspects of work.

The indicators of employee comfort put forward by Afandi (2018) include:

- 1) Work

The content of the work given to employees whether it has satisfying elements.

2) Wages

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

3) Promotion

The opportunity for employees to develop through positions in the company.

4) Supervisor

Someone who gives orders or instructions in the implementation of work

5) Coworkers

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

Friendly and cooperative coworkers have a good influence on job satisfaction.

c. Organizational Culture

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

According to Sulaksono Hari (2015), the indicators of organizational culture are as follows:

1) Innovative takes into account risks, such as:

a) Creating new ideas for the success of the company

b) Dare to take risks in developing new ideas

2) Result-oriented, such as:

a) Setting targets to be achieved by the company

b) Assessment of the results of the work that has been carried out

3) Oriented to all employee interests, such as:

a) Fulfilling the need to live and do work

b) Supporting employee achievement

4) Detail-oriented to the task, such as:

a) Meticulous in doing tasks

b) Accuracy of work results

d. Conceptual Framework

Based on the description in the literature review, the main focus in this study is on the effect of the work environment on organizational culture with employee comfort as an intervening variable at the BPJS Pematang Siantar Branch. To get a simpler picture, it can be explained through the following scheme:

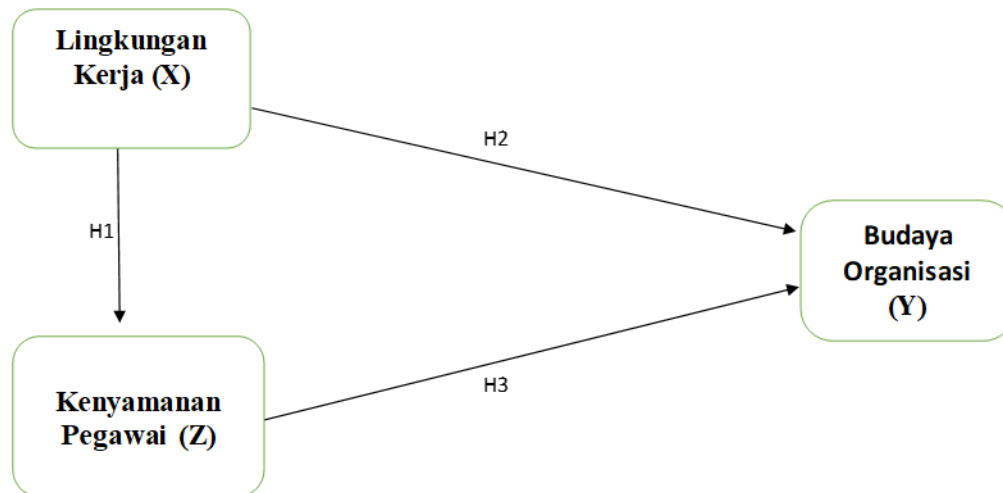


Figure 1. Research Conceptual Framework

Research Hypothesis

Based on the formulation of the problem, literature review and conceptual framework previously described and described, the hypotheses proposed in this study are as follows:

- H1: the work environment has a positive and significant effect on organizational culture at PT. BPJS Employment Pematang Siantar Branch and BPJS Padang Sidempuan Branch.
- H2: the work environment has a positive and significant effect on employee comfort at PT BPJS Employment Pematang Siantar Branch and BPJS Padang Sidempuan Branch.
- H3: employee comfort has a positive and significant effect on organizational culture at PT. BPJS Employment 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 Employment Pematang Siantar Branch and BPJS Padang Sidempuan Branch.

3. RESEARCH METHODS

a. Type of Research

The type of research that researchers use is quantitative research. According to Sugiyono (2010) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim of testing predetermined hypotheses. This type of quantitative research is conducted to make a study that aims to adjust a study and to influence the work environment on organizational culture with employee comfort

as an intervening variable at the Pematang Siantar Branch BPJS and Padang Sidempuan Branch BPJS.

b. Lokasi Penelitian dan Waktu Penelitian

Lokasi penelitian di lakukan di PT. BPJS Ketenagakerjaan Cabang Pematang Siantar Jl. Sakti Lubis Kel No.5, Timbang Galung, Kec. Siantar Barat, Kota Pematang Siantar, Sumatera Utara 21116. PT. BPJS Ketenagakerjaan Cabang Padang Sidempuan Jl. Raja Inal Siregar No,20b, batunadua jae, Kecamatan Padangsidempuan Batunadua, Kota Padang Sidempuan, Sumatera Utara 22733.

c. Populasi dan Sampel

Sugiyono (2017) populasi adalah wilayah generalisasi yang terdiri atas obyek atau subyek yang mempunyai kualitas dan karakteristik tertentu yang ditetapkan oleh peneliti untuk dipelajari dan kemudian ditarik kesimpulannya. Populasi dan sampel dalam penelitian ini adalah semua pegawai tetap di T. BPJS Ketenagakerjaan Cabang Pematang Siantar dan PT. BPJS Ketenagakerjaan Cabang Padang Sidempuan berjumlah 80 karyawan (sampel jenuh).

d. Source of Research Data

The data source used in this research is primary data.

e. Definition of Research Variable Operations

Table 1. Operational Definition of Variables

Variable	Type Indicator	Definition
1. Work Environment (X)	According to Sedarmayanti, (2019) the work environment is the whole of the tools and materials at hand, the surrounding environment in which a person works, his work methods and his work arrangements for individuals and groups.	According to Sedarmayanti, (2019) work environment indicators are: 1. Lighting. 2. Air temperature 3. Noise 4. Use of color 5. Ability to work.
2.Employee Comfort (Z)	According to Afandi (2018) Employee comfort is an employee's evaluation of whether he feels happy or not, satisfied or not with his job. Employees' feelings towards work can reflect their attitudes and behavior at work.	The indicators of employee comfort put forward by Afandi (2018) include: 1. Job 2. Wages 3. Promotion 4. Supervisor 5. Coworkers
3.Organizational Culture (Y)	Organizational culture is a set of assumptions norms and values as a belief system that grows and develops in the organization as a	According to Sulaksono Hari (2015) Indicators of organizational culture are:

guide for organizational members, so that the organization is able to carry out external adaptation and internal integration to maintain the existence of the organization (Sulaksono Hari, 2015).	<ol style="list-style-type: none"> 1. Innovative takes into account risks, such as: 2. Result-oriented, 3. Oriented to all employee interests, 4. Detail oriented to the task,
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f. Data Analysis Technique

Data analysis in this study used 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 powerful analysis method because it is not based on many assumptions.

g. Measurement Model (Outer Model)

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

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).

h. 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 generate inner model test values, the step in SmartPLS is carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive relevance and 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 starts 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 effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The R² value is generally between 0 and 1.

2) Predictive Relevance (Q²)

This test is used to measure how well the observed value is generated by the model and also the parameter estimate. If the Q² value is greater than 0, it indicates that the model has predictive relevance, which means it has a 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 statistical value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value is 1.96 with a significance level of 5%.

4) Path Coefficient (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 positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is negative.

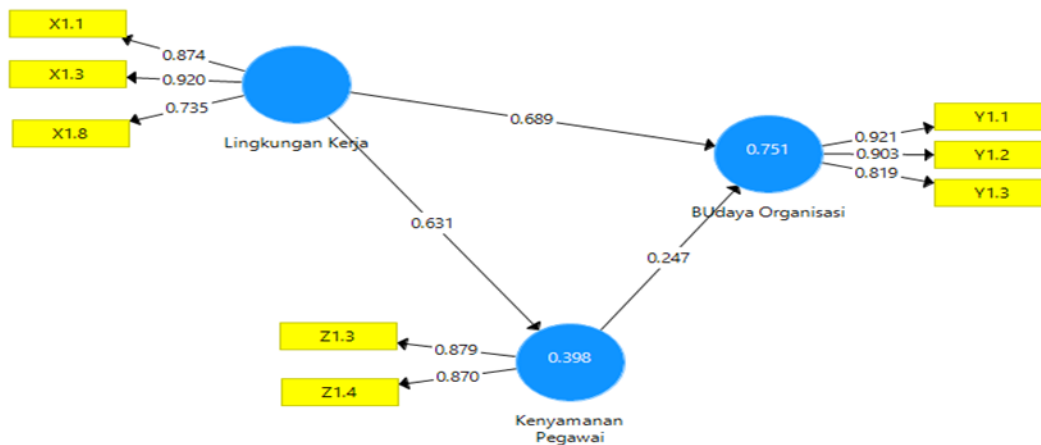
4. RESULTS AND DISCUSSION

a. Outer Model Analysis

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

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, as well as the limit of the ..Average..Variance..Extracted.(AVE) value, which is 0.5, if above this 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 variable construct with a value > 0.7. The structure model in this study is shown in the following figure:



Source: Smart PLS 3.3.3

Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for sub structure 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

	Budaya Organisasi	Kenyamanan Pegawai	Lingkungan Kerja
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 the table above, the value of each variable is stated that the indicators in the loyal variables are 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 further research.

2. Discriminat Validity

Further research to find out valid data in Discriminat Validity, aims to determine whether the cross loading value is greater than other latent variables so as to determine the results of highly correlated indicators on the construct. The following table shows the results of cross loading from validity testing as follows:

Table 3. Discriminat Validity

	Budaya Organisasi	Kenyamanan Pegawai	Lingkungan Kerja
Budaya Organisasi	0.882		
Kenyamanan Pegawai	0.782	0.874	
Lingkungan Kerja	0.845	0.631	0.847

Source: Smart PLS 3.3.3

The results of table 2 above have a value greater than other variables in each indicator and variable so that it can be concluded that the results of discriminant validity research 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 it is below 0.60 and 0.7 then it is not reliability 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)
Budaya Organisasi	0.856	0.856	0.913	0.778
Kenyamanan Pegawai	0.792	0.793	0.867	0.765
Lingkungan Kerja	0.798	0.812	0.883	0.717

Source: Smart PLS 3.3.3

In table 3 above, it can be seen that in the Cronbach alpha column, there is a value for each variable greater than 0.7, which means that the data reliability is faithful to the variable. The composite reliability column has a value greater than 0.6 so that 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 has a value greater than 0.7, which means that the data is valid in AVE. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so that they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and appropriate. The stages of examination carried out in the assessment of the primary model are seen from several markers, namely:

1. Coefficient of Determination (R²)

At the next stage, namely evaluating 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
Budaya Organisasi	0.751	0.744
Kenyamanan Pegawai	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 percentageed by 73.9%, it means that the influence of work environment variables, and organizational culture on Employee Comfort is 73.9% and

the rest is in other variables. The R square value of the organizational culture variable is 0.751 and if it is percented by 75.1%, it means that the influence of the Employee Comfort variable and the work environment 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 the T-Statistics and P-Values. Speculations are announced recognizing whether the T-Statistics > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Road Coefficient:

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Kenyamanan Pegawai -> Budaya Organisasi	0.247	0.241	0.072	3.452	0.001
Lingkungan Kerja -> Budaya Organisasi	0.689	0.694	0.060	11.479	0.000
Lingkungan Kerja -> Kenyamanan Pegawai	0.631	0.637	0.078	8.066	0.000

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 percentageed by 73.9%, it means that the influence of work environment variables, and organizational culture on Employee Comfort is 73.9% and the rest is in other variables. The R square value of the organizational culture variable is 0.751 and if it is percented by 75.1%, it means that the influence of the Employee Comfort variable and the work environment 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 the T-Statistics and P-Values. Speculations are announced recognizing whether the T-Statistics > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Road Coefficient:

Table 7. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Lingkungan Kerja -> Kenyamanan Pegawai -> Budaya Organisasi	0.156	0.152	0.046	3.379	0.001

Source: Smart PLS 3.3.3

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

1. 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 of 0.001. This means that employee comfort is an intervening variable because it is able to influence the work environment on organizational culture directly.

5. CONCLUSION

Based on the research results above, the following conclusions are drawn:

1. The work environment has a positive and significant effect on organizational culture at BPJS Employment Pematang Siantar Branch.
2. The work environment has a positive and significant effect on employee comfort at the BPJS Employment Pematang Siantar Branch Office.
3. Employee comfort has a positive and significant effect on organizational culture at the BPJS Employment Pematang Siantar Branch Office.
4. The work environment has a positive and significant effect on organizational culture through employee comfort at the BPJS Employment Pematang Siantar Branch Office.

Suggestion

After drawing conclusions on the results, the researcher makes suggestions for the company as follows:

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

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