

The Influence of Organizational Culture And Job Satisfaction On Employee Performance With Job Stress A Mediating Variable In The Employment BPJS Branch Office In Medan Raya

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ABSTRACT

This study aims to look at the Effect of Organizational Culture and Job Satisfaction on Employee Performance with Job Stress as a Mediating Variable at BPJS Employment Branch Office Se-Medan Raya. This type of research uses quantitative methods, this research was conducted at the BPJS Ketenagakerjaan Branch Office in Greater Medan. The sample used is all the population of 80 employees with saturated samples being the sample technique. 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 of 0.045. 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. 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 the original sample result of 0.120 and p values 0.165. Job satisfaction has a positive and insignificant effect on employee performance through job stress with an original sample value of 0.054 and p values of 0.234.

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

1. INTRODUCTION

BPJS employment is one of the companies engaged in work safety services which requires a high level of patience to serve its customers. Thus job satisfaction is something that needs to be considered by the company to achieve company continuity and if this is not considered by the organization, it will have a negative impact on the organization. Where this does not create a sense of satisfaction for employees and will have an impact on reducing employee performance and in reality employees are less satisfied with the fulfillment provided by the company.

A company cannot be separated from its human resources. Human resources play an important role in a company because they always play an active and dominant role in every activity. Every company, both those engaged in the service sector and industry, always tries to manage its human resource management to improve employee performance.

Performance is the result of work in 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 the performance of an employee is good then success in achieving goals will be easily achieved. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given (Isvandari & Idris, 2018). Therefore, performance is important for organizations because employee performance leads to business success.

Work achievement or work results that are in quality and quantity have been achieved by HR unity for a period of time in carrying out their work duties in accordance with the responsibilities assigned to them. Therefore, efforts are needed from the company to continue to improve employee performance perceptions such as implementing an organizational culture that supports employee performance perceptions, providing training that suits employee needs, and providing a work environment that can improve employee performance perceptions.

Organizational culture is a system that can be shared and embraced by members of the organization and provides identity or differentiation from other organizations. Every organization has a different culture as a guide in thinking and behaving to achieve organizational goals. The application of organizational culture can be done since employees begin to join 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 to employee behavior and a driver of performance perceptions. This is in accordance with Mardiani and Sepdiana's research (2021) which states that organizational culture has a significant positive effect on employee performance, but is slightly different from Wahjoedi's research (2021), Nugroho (2019), and Pawirosumarto et.al., (2017) which states that partially organizational culture has no effect on employee performance.

According to Edy Sutrisno (2019) job satisfaction can increase if employees have a sense of responsibility to do their work optimally so that with a high sense of responsibility it can realize goal-directed behavior in order to achieve the ultimate goal, namely achieving common organizational goals. Therefore, employees need a sense of security, a sense of satisfaction, or a sense of pleasure when working. Wibowo (2016) states that job satisfaction is the highest satisfaction with actions taken that are considered good where this can improve every thing a person makes. Increasing employee job satisfaction in the company can be seen through providing appropriate compensation, providing work motivation, creating a conducive work environment, and with adequate work discipline.

Research related to the effect of job satisfaction on performance is carried out by research from Marlina, P. (2019) that a positive and significant influence between job satisfaction variables on employee performance. Research from Nurrohmat, A., & Lestari, R. (2021) Job satisfaction affects employee performance.

One of the variables that affect employee performance is job stress (Melidasari, 2017). Apart from the pressure that comes from the work environment, the family environment and the social environment are also very potential to cause anxiety. The very detrimental impact of anxiety disorders that are often experienced by society and employees in particular is called stress. Stress on performance can play a positive role and also play 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 from a problem, since some workers carry a level of work. On the tendency of stress, work stress as a combination of sources of stress on the job, individual characteristics, and stressors outside the organization.

Work stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes, and conditions of an employee. Based on the above understanding, it can be concluded that work stress is a condition of tension that causes an imbalance in physical and psychological conditions in employees originating from individuals and organizations so that it affects the physical, psychological, behavior of employees. Research related to the effect of work stress on performance was carried out by research from Melidasari (2016) that the effect of work stress on performance has a negative effect on performance. Research from Verawati, Y. et al. (2023) shows that work stress has a negative and significant effect on employee performance. Rohmah, F. (2019) shows that work stress has no significant effect on employee performance.

From the author's observations during the initial research at the BPJS Ketenagakerjaan Medan Raya Branch Office, the author encountered problems related to this work stress, including: there are several employees who have poor performance due to pressure or time pressure on these employees which causes stress which ultimately results in work that is not as expected by the leadership. In addition, it can be seen that some employees have excessive workload compared to other employees, this is a source of stress

for employees who have excessive workload so that some of their work results are not in accordance with what is expected by the company.

2. LITERATURE REVIEW

a. Employee Performance

According to Afandi (2018) Performance is the result of work 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, not against the law and not against morals and ethics.

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

- 1) Quantity of work results,
- 2) Quality of work results
- 3) Efficiency in carrying out tasks
- 4) Work discipline
- 5) Initiative
- 6) Thoroughness
- 7) Leadership
- 8) Honesty
- 9) Creativity

b. Organizational Culture

According to Edison (2016), Organizational Culture is the result of a process of melting and melting the cultural style and / or behavior of each individual brought before into a new norm and philosophy, which has energy and group pride in facing something and a certain goal.

Edison (2016), the indicators of organizational culture are:

- 1) Self-awareness
- 2) Aggressiveness
- 3) Personality
- 4) Performance
- 5) Team Orientation.

c. Job Satisfaction

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

Afandi (2018) The indicators of job satisfaction include, among others:

- 1) Work
- 2) Wages
- 3) Promotion
- 4) Supervisor

5) Coworkers

d. Work Stress

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.

According to Charles D. Spielbreg in Lijan Poltak Sinambela (2018) work stress indicators are grouped as follows.

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

3. RESEARCH METHODS

According to Sugiyono (2017) 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 carried out to make a study that aims to adjust a study and to influence organizational culture, job satisfaction on employee performance with job stress as a mediating variable.

According to Sugiyono (2017) population is a generalization area consisting of objects / subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population used by researchers is 80 employees. According to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population.

Table 1. Number of Samples

No.	Cabang BPJS	Jumlah
1	Medan Kota	20
2	Medan Utara	20
3	Tanjung Morawa	20
4	Binjai	20
	Total	80

The sample used is all existing populations, namely 50 employees using the saturated sample technique. Data Analysis Methods Data processing in this study used smartPLS SEM (Partial Least Square - Structural Equation Modeling) software.

a. Measurement Model Evaluation (Designing Outer Model)

The Outer Model also often called (measurement model or Outer relation) defines how each indicator block is directly related to the latent variable. Reflective indicators with blocks can be written as follows, Ghozali (2016):

$$Z: a + \beta_1 X + e$$

$$Y: a + \beta_2 X + \beta_3 Z + e$$

b. Research Location and Research Time

The research location was conducted at the BPJS Employment Branch Office in Greater Medan which includes the following:

Table 2. Research Location and Research Time

No.	BPJS Branch Office	Office Address	Number of Samples
1	Medan Kota	Jl. Captain Patimura No.334, Darat, Kec. Medan Baru, Medan City, North Sumatra.	20 people
2	North Medan	Jl. Marelان Raya No.108, Tanah Enam Hundred, Kec. Medan Marelان, Medan City, North Sumatra 20245.	20 people
3	Tanjung Morawa	Jl. Raya Medan Tanjung Morawa KM 14.5 Bangun Sari Baru Village, Bangun Sari Baru, Kec. Tj. Morawa, Deli Serdang Regency, North Sumatra 20362.	20 people
4	Binjai	Jl. Soekarno-Hatta No. 262, Km No.19.5, Tunggurono, Kec. Binjai Tim., Binjai City, North Sumatra 20351.	20 people
Jumlah			80 people

The research was conducted over a period of 3 months.

c. Population and Sample

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw

conclusions. The population and sample in this study were all permanent employees at the BPJS Employment Branch Office Se-Medan Raya, totaling 80 employees (saturated sample).

d. Source of Research Data

The data source used in this research is primary data.

e. Definition of Research Variable Operations

Table 3. Operational Definition of Variables

Types of Variables	Definition	Indicators
Organizational Culture (X1)	According to Edison (2016), Organizational Culture is the result of a process of diluting and fusing the cultural style and/or behavior of each individual that was previously brought into a new norm and philosophy, which has the energy and pride of the group in facing something and a certain goal.	Edison (2016), the indicators of organizational culture are: <ol style="list-style-type: none"> 1. Self-awareness 2. Aggressiveness 3. Personality 4. Performance 5. Team Onboarding
2. Job Satisfaction (X2)	According to Davis in Mangkunegara (2013) said: "Job satisfaction is the feeling of support or disapproval that employees experience at work	Afandi (2018) The indicators of job satisfaction include, among others: <ol style="list-style-type: none"> 1. Work 2. Wages 3. Promotion 4. Supervisor 5. Co workers
3. Work Stress (Z)	According to Charles D. Spielbreg in Lijan Poltak Sinambela (2018) Work stress is external demands on a person, for example objects in the environment or a stimulus that is objectively harmful. Stress is also defined as pressure, tension or unpleasant	According to Charles D. Spielbreg in Lijan Poltak Sinambela (2018), indicators of work stress are grouped as follows. <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 conflicts b. Career load c. Relationships at work 2. Organizational Stress is a symptom of stress caused by

	disturbances that come from outside a person.	individuals and has an impact on the decline in the performance of an organization. a. Organizational structure b. Leadership
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4. Employee Performance (Y)	According to Afandi (2018) Performance is the result of work 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, not violating the law and not contrary to morals and ethics.	According to Afandi (2018), the employee performance indicators are as follows: 1. Quantity of work 2. Quality of work 3. Efficiency in carrying out duties 4. Work discipline 5. Initiative 6. Accuracy 7. Leadership 8. Honesty 9. Creativity.
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f. 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 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

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).

h. Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which has been hypothesized in this study (Hair et al., 2017). To generate the inner model test values, the steps in SmartPLS are carried out by bootstrapping method. The structural model was evaluated using R-square for dependent variables, Stone-Geisser Q-square test for predictive elevation and t-test as well as the significance of the structural path parameter coefficient with the following explanation:

1. Coefficient of Determination / R Square (R^2)

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 on regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence (Ghozali, 2012). The value of R^2 is generally between 0 to 1 .

2. Predictive Relevance (Q^2)

This test is used to measure how well the observation values are generated by the model as well as the estimation of its parameters. If the value of Q^2 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

This stage is used for hypothesis testing, namely to find out 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, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Latan and Ghozali, 2014) the criteria for the value of t table with nilai 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 the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

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

4. RESULTS AND DISCUSSION

a. Outer Model Analysis

The outer model test is used to determine the specification of the relationship between the latent variable and its manifest variable, 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 value limit. Average.. Variance. Extracted. (AVE) is 0.5, if above the value 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 of > 0.7 . The structural model in this study is shown in the following figure:

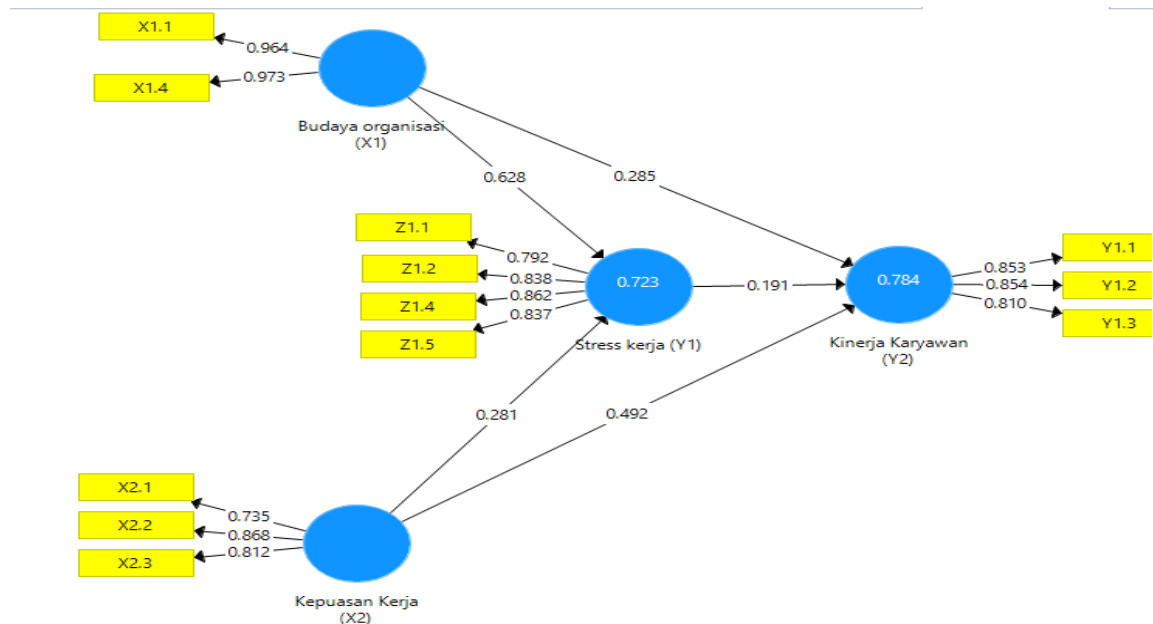


Figure 1. Outer Model

Source: Smart PLS 3.3.3

The output of Smart PLS for the 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

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

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

Table 1. 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 the table 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 further research.

2) Discriminate Validity

The next study finds out the valid data in terms of Discriminate Validity, aiming to find out whether the cross loading is greater than other latent variables so as to determine the results of indicators with high correlation to the construction The following table shows the results of cross loading from the validity test as follows:

	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 have a value greater than other variables in each indicator and variable so that it can be concluded that the results of the research on discriminant validity are distributed validly.

3) 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 Cronbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. 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 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.

b. 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.4. 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 Work Stress variable with an R square value of 0.723 and if it is percented by 72.3%, it means that the influence of the Organizational Culture, Job Satisfaction and Employee Performance variables on work stress is 72.3% and the rest is in other variables. The R square value of the employee performance variable is 0.784 and if it is percented by 78.4%, it means that the influence of the Organizational Culture, Job Satisfaction and work stress variables on Employee Performance is 78.4% and the rest is on other variables.

2) Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between variables as suspected in this review. Testing the speculation 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 5. 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 direct research results above will be explained as follows:

- a) 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 is able to make or increase the work stress of employees or employees, because the work stress of a person where he is placed is not due to the culture created by the organization.
- b) 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 make employee performance in each employee increase, because strong performance against the organization is the result of treating employees or employees well.
- c) 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.
- d) 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 is able to increase job satisfaction on the performance of the work, employees also still think that job satisfaction is still not optimal for their employees.
- e) Job Stress has a positive and insignificant effect on employee performance with an original sample value of 0.191 and p values 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 6.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 effect above can be explained as follows:

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

This means that job stress is not an intervening variable because it is not able to influence job satisfaction on employee performance indirectly.

5. CONCLUSION

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

- a. Organizational culture has a positive and significant effect on job stress at the BPJS Employment Branch Office in Greater Medan.
- b. Organizational culture has a positive and significant effect on employee performance at BPJS Employment Aceh Province.
- c. Job satisfaction has a positive and significant effect on job stress at BPJS Employment Branch Office Se-Medan Raya.
- d. Job satisfaction has a significant positive effect on employee performance at the BPJS Ketenagakerjaan Se-Medan Raya Branch Office.
- e. Job stress has a positive and insignificant effect on employee performance at the BPJS Employment Branch Office Se-Medan Raya.
- f. Organizational culture has a positive and insignificant effect on employee performance through work stress indirectly at BPJS Employment Branch Office Se-Medan Raya.

- g. Job satisfaction has a positive and insignificant effect on employee performance through Job Stress at BPJS Employment Branch Office Se-Medan Raya.

Suggestion

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

- a. The company must be fair in treating employees, do not make exceptions between employees even though these employees are part of the family, old friends or even special relationships must still be fair and comply with the rules.
- b. The company must sort out which organizational culture is bad and which organizational culture is good and slowly eliminate the mushrooming bad culture by implementing strict organizational rules for employees.
- c. The company must make employees feel satisfied by working in the company by providing appropriate work for themselves and appropriate compensation and salary for each employee.
- d. It is the company's duty to build employee confidence in the company that the company will make the employee prosper and become better.

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