

## The Influence of Organizational Culture and Individual Characteristics on Employee Performance with Work Experience as a Moderating Variable in Bpjs Employment Branch Offices in Aceh Raya

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### Abstract

This study aims to see the Influence of Organizational Culture and Individual Characteristics on Employee Performance with Work Experience as a Moderation Variable in BPJS Employment Branch Office in Aceh Raya. The type of research used by the researcher is quantitative research. The population and sample in this study are all permanent employees at PT. BPJS Employment Banda Aceh Branch Office totals 70 employees (saturated sample). The data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS). 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 0.334 and p values of 0.007. Individual Character had a positive and insignificant effect on Employee Performance with the original sample value of 0.382 and p values of 0.069. Work experience had a positive and insignificant effect with the original sample value of 0.258 and p values of 0.147. Organizational culture had a positive and insignificant effect on Employee Performance and work experience was not able to moderate with the original sample results of 0.079 and p values of 0.671. Individual characteristics have a negative and insignificant effect and are moderated by work experience with the original sample value of -0.084 and p values of 0.597.

### Keywords:

Organizational Culture, Individual Characteristics, Work Experience, Employee Performance

### Background

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 individualist creatures who have ego and determination. Leaders are part of the human resource development process, where human resources are assets of an organization or industry that, if managed correctly, can produce added value for their company (Prasetyani, 2020). According to (Djunaedi, 2017) employee performance is the result of work in 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 attitude of organizational members. Each member should behave well with the culture that has been applied to be accepted in the organizational environment. According to Thoha. (2015) relates to individual characteristics, that individuals bring into the organizational order, abilities, personal beliefs, expectations, needs and past experiences. These are all characteristics that individuals possess and these characteristics will enter a new environment, namely the organization. The most important resource in an organization is human resources, each human being has individual characteristics that are different from one another. An individual's future in an organization does not depend on performance alone. Managers also use subjective measures that are considerate. What the assessor perceives as good or bad employee character/behavior will affect the assessment.

### **Problem Formulation**

1. Does Organizational Culture have a positive and significant effect on the Performance of BPJS Employment Employees in Aceh Raya?
2. Do Individual Characteristics have a positive and significant effect on the performance of BPJS Employment Employees in Aceh Raya Branch?
3. Does Work Experience have a positive and significant effect on the Performance of BPJS Employment Employees of the Aceh Raya Branch Office?
4. Does Organizational Culture have a positive and significant effect on Employee Performance moderated Work Experience at BPJS Employment Branch Office in Aceh Raya?
5. Do Individual Characteristics have a positive and significant effect on Employee Performance moderated Work Experience at BPJS Employment Branch Office in Aceh Raya?

### **Research Objectives**

1. To find out and analyze the influence of Organizational Culture on the Employee Performance of BPJS Employment Branch in Aceh Raya
2. To find out and analyze the influence of Individual Characteristics on the Performance of Employees of BPJS Employment Branch in Aceh Raya
3. To find out and analyze the influence of Work Experience on Employee Performance of BPJS Employment Branch Office in Aceh Raya



4. To find out and analyze the influence of Organizational Culture on Employee Performance moderated Work Experience at BPJS Employment Branch Office in Aceh Raya
5. To find out and analyze the influence of Individual Characteristics on Employee Performance moderated Work Experience at BPJS Employment Se Aceh Raya Branch Office

## **Literature Review**

### **Employee Performance**

According to Silaen (2021) Employee performance is the result of work achieved by a person in performing 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* (actual work achievement or achievement achieved by a person). The definition of employee performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

### **Performance Indicators**

According to Silaen (2021) the performance indicators are as follows:

- a. Quality of Work.
- b. Work Quantity.
- c. Timeliness.
- d. Effectiveness.
- e. Commitment.

### **Organizational Culture**

According to Robbins (2015), organizational culture refers to the system of shared meaning embraced by members that distinguishes the organization from other organizations. According to Afandi (2018) Organizational culture is an invisible force but 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.

### **Indicators of Organizational Culture**



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 everyone has different views, goals, needs and abilities from each other. According to Rahman (2014), individual characteristics are characteristics that show a person's differences in motivation, initiative, ability to stay strong in facing tasks to completion or solving problems or how to adapt to changes that are closely related to the environment that affects individual performance.

#### **Individual Characteristics Indicators**

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

1. Ability.
2. Value
3. Attitude
4. Interest

### **Work Experience**

According to Muhibbang (2014) Work experience is a measure of the length of time or working period that a person has taken in understanding the tasks of a job and has carried it 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 be very easily adaptable to the existing job. Work experience is a person's main capital to enter a certain field.

#### **Work Experience Indicators**

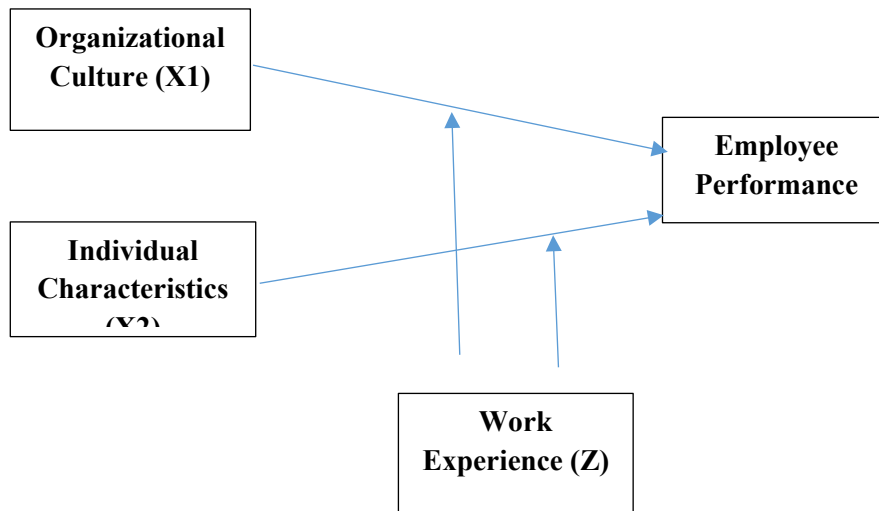
According to Foster (2015) the indicators of Work Experience are:

1. Length of working time.
2. The level of knowledge and skills possessed.
3. Mastery of work.

### **Conceptual Framework**

To obtain a simpler picture, it can be explained through the following scheme:





**Figure 1 : Conceptual Framework**

Source : Processed by the Author (2024)

### Hypothesis

- H1 : Organizational Culture has a positive and significant effect on the Performance of BPJS Employment Employees of the Aceh Raya Branch Office.
- H2 : Individual characteristics have a positive and significant effect on the Performance of BPJS Employment Employees of Aceh Raya Branch Office.
- H3 : Work Experience has a positive and significant effect on the Performance of BPJS Employment Employees of the Se Aceh Raya Branch Office.
- H4 : Organizational Culture has a positive and significant effect on Employee Performance moderated Work Experience at BPJS Employment Branch Office in Aceh Raya
- H5 : Individual Characteristics have a positive and significant effect on Employee Performance moderated Work Experience at BPJS Employment Branch Office 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 on a certain population or sample, 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 research was conducted at BPJS Employment Branch in Aceh Raya:



1. BPJS Employment Langsa :Jl. Ahmad Yani Gampong Baro Langsa Lama ,  
Langsa City (15 Employees)
2. BPJS Employment Meulaboh Jl.Nasional Meulaboh - Tapaktuan KM 4  
Meureubo Village, Meureubo District, West Aceh Regency (15 Employees)
3. BPJS Employment Lhokseumawe Jl. Teuku Hamzah Bendanara 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 will start in August - October 2024

### **Population**

The population and sample in this study are all permanent employees at PT. BPJS Employment Branch Offices throughout Aceh Raya totaled 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 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).

### **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<sup>2</sup>)
2. Predictive Relevance (Q<sup>2</sup>)
3. t-Statistic
4. Path Coefficient

## RESULTS AND DISCUSSION

### Test Instrument

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

### Evaluation of the measurement model (outer model)

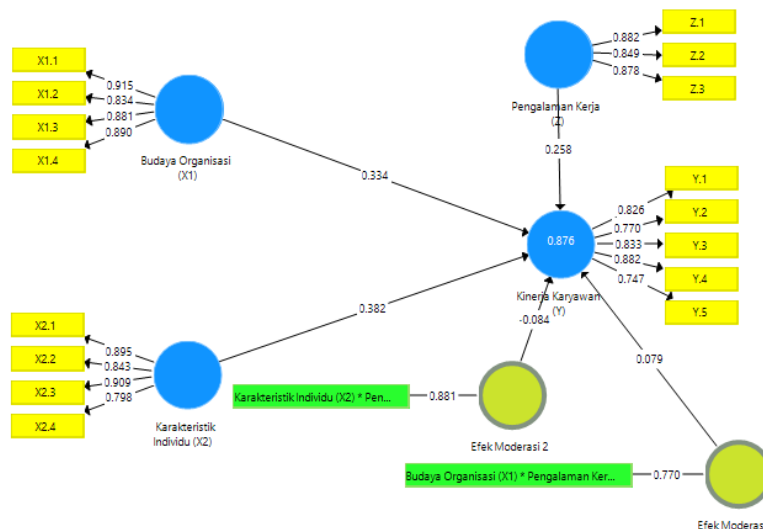


Figure 2. Research Model

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 measurement models also known as external models. The value of the loading factor of each indicator is determined through a validity test; An indicator is considered valid if the value of the charge factor is 0.7 or more. Table 1 shows that certain indicators have a loading factor value of less than 0.7, which means that they will be eliminated at the next stage. Once the invalid indicator is removed, the final model will look like Figure 2.

**Table 1. Recapitulation of Loading Factor Values of Research Indicators**

	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 of  $> 0.7$ , meaning that the indicator is a valid indicator because it is greater than 0.700 or 0.7.

### *Discriminate Validity*





The findings of the validity test of discrimination will be discussed in this section. The cross loading value is used to test the validity of the discrimination. If the cross loading value of an indicator on a variable is greater than that of other variables, it is said to indicate the validity of discrimination. The cross loading values for each indicator are 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 greater correlation coefficient with each construct compared to the value of the indicator correlation coefficient on other constructs.

### *Composite reliability*

A combined reliability test of the indicator blocks, which measures the construction, is carried out 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 specified by examining Cronbach's alpha value on the indicator block. If the 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 Extracted Variance (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 that in the Cronbach alpha column, the value of each variable is greater than 0.7, which shows that the reliability data of the variable is reliable. Since the data is more than 0.6, it can be explained that each variable is considered trustworthy in the Composite Reliability column whose value is greater than 0.6. Each variable in the AVE column has a value greater than 0.7, which indicates that the data is valid according to the AVE standard. Since all variables in the reliability column, AVE, and Cronbach alpha have values greater than 0.7 and 0.6, respectively, they are all considered valid and reliable.

### Inner Model Analysis

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

#### 1. Coefficient of Determination (R<sup>2</sup>)

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

**Table.4.R Square Result**

	R Square	Adjusted R Square
Employee Performance (Y)	0,876	0,867

Source : Smart PLS3.3.3

There is an R square value of 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 stage is to analyze the relationship between idle builds as expected in this study. The speculation test in this review was carried out by



looking at T-Statistics and P-Values. It is stated that the P-Values are less than 0.05 and the T-Insights value is greater than 1.96. The following are the direct impacts of the Path Coefficient:

**Table 5. Hypothesis Testing**

	Original Sample (O)	T Statistics (  O/STDEV l)	P Values	Result
Organizational Culture (X1) -> Employee Performance (Y)	0,334	2,714	<b>0,007</b>	<b>Accepted</b>
Moderation Effect 1 -> Employee Performance (Y)	0,079	0,425	<b>0,671</b>	<b>Rejected</b>
Moderation Effect 2 -> Employee Performance (Y)	-0,084	0,529	<b>0,597</b>	<b>Rejected</b>
Individual Characteristics (X2) -> Employee Performance (Y)	0,382	1,821	<b>0,069</b>	<b>Rejected</b>
Work Experience (Z) -> Employee Performance (Y)	0,258	1,452	<b>0,147</b>	<b>Rejected</b>

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 the original sample value of 0.334 and p values of 0.007. This means that if the organizational culture improves well, employee performance will also increase well.
2. Individual Character has a positive and insignificant effect on Employee Performance with the original sample value of 0.382 and p values of 0.069. This means that characteristics have a positive but not significant effect on this study, it is possible that in other research, this has a positive and significant effect.
3. Work experience had 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 likely that in other studies and other places, this result can also be psositative 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 of 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 the original sample value of -0.084 and p values of 0.597. This means that work experience is not able to moderate individual

characteristics on employee performance because it does not have a significant effect.

### **Conclusion**

1. Organizational Culture has a positive and significant effect on Employee Performance with the 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 the original sample value of 0.382 and p values of 0.069.
3. Work experience had a positive and insignificant effect with the 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 not able to moderate with the original sample results of 0.079 and p values of 0.671.
5. Individual characteristics have a negative and insignificant effect and are moderated by work experience with the original sample value of -0.084 and p values of 0.597.

### **Suggestion**

1. It is hoped that the organization can be used as input and training to cover up or reduce errors, shortcomings, and disputes between employees in order to advance the organization.
2. It is hoped that this research can be used as a reference material in other studies with the title others as well as other models.
3. Organizations must change the bad organizational culture by briefing 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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