



The Importance of Leadership, Organizational Culture, and Work Environment against the Employee Performance of BPJS Kesehatan in Karawang Branch Office Business

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Abstract: This research aims to explore and reveals the effect cause by leadership, organizational culture, and work environment towards the performance of BPJS Kesehatan's employees at Karawang Branch Office. Descriptive and verification method has been used in this study through quantitative approach. The research population of this study amounted to 126 people, while the sample used was 100 respondents who were exactly the employees of BPJS kesehatan at Karawang Branch Office which selected by simple random sampling technique. Data research was gathered through questionnaire which then analyzed using scale range analysis and path analysis. The results of this research indicates that 1) There is influence occurred between leadership and organizational culture that categorize as low level of correlation with positive value 2) There is correlation between organizational culture and work environment which categorize as low level of correlation and positive value 3) There is correlation between leadership and work environment which categorize as low level of correlation with positive direction 4) leadership, work culture, and work environment are capable to improve the performance of BPJS Kesehatan employees at Karawang Branch Office both partially or simultaneously.

Keywords: Leadership, Organizational Culture, Work Environment, Employee Performance.

INTRODUCTION

Social welfare is basic human right that listed in the UN charter. And almost whole countries in the world run these social protection programs, including Indonesia. The implementation of social welfare of the people has becomes responsibility and obligation for the state/country in order to implement the welfare programme based on the state's financial capacity. The implementation of social welfare programs In Indonesia would be based on

funded social security which is social security funded by participants and still limited to workers in the formal sector (Lukito et al., 2018). Lawfully, every person have right to claimed proper health services which is regulated in Article 28 H and Article 34 of the 1945 Constitution of the Republic of Indonesia.

Healthcare and Social security Agency (BPJS) was established as a form of government responsibility in fulfilling its obligation to protect the community in terms of health insurance. The establishment and implementation of BPJS is written on Constitutional order namely regulated in article 28H paragraph (3) and article 34 paragraph (2) of the 1945 Constitution. BPJS kesehatan is government program within the National Health Insurance unit (JKN) that launched on December 31, 2013 previously named PT Askes (Health Insurance) Persero. Quoted from BPJS Kesehatan data, the growth of JKN participants has reached 248,771,083 people on the December 31 2022 that should be in line with the increased access to health services, both in terms of convenience and availability. Collect monthly fees is also an effort to ensure that the JKN program remains financially strong in paying for health services of its participants. In 2021, the coverage of JKN program participation reached 86.9% from total Indonesia's population, exceeding the RPJMN target of 85%. Then in 2022, to be exact at May the coverage of JKN program already touched 88.6% of Indonesia's total population that exceeded the RPJMN target in 2022 by 87%.

BPJS Kesehatan is Organization which operate on health and social welfare programs that simultaneously seek an increase in the performance of employees in reaching the target of organization that includes BPJS Kesehatan at Karawang Branch Office Business. They realizes that the support from representative of BPJS Kesehatan as intangible assets is crucial thing to maintain its progressing as an promoter to perform health social welfare. However, according to performance results from BPJS Kesehatan's Karawang Branch Office in 2021. Whereas the eleven indicators used as benchmark to assess the performance, five indicators has been obtained at rating above 4 and categories as good criteria, very good and superior performance. However, there are still six indicators that are rated below 3 which means as underachieving and very underachieving. Then, based on the Achievement of Annual Performance Contract (APC) Karawang Branch Office of BPJS kesehatan was increased during November 2022. According to the temporary simulation who made by the BPJS Deputy for West Java Region, it said that Karawang Branch office of BPJS kesehatan ranked at 4th out from total of 9 Branch Offices in West Java Region. This condition indicates that the performance of BPJS Kesehatan's employees at Karawang Branch Office needs to be improved in order to achieve better ranked performance.

One of factors that create better human resources is the leadership of a leader (Yapentra, 2021). Based on observations at the Karawang Branch Office of Health BPJS regarding leadership which appears to be important and it is found that the leadership did not provide guidance to subordinates and has little intensity in conducting Coaching and Counseling to subordinates with aims to provide inspiration and increase the creativity of subordinates. The leaders seems to lacks monitoring and evaluation on the development or progress of work from subordinates. On the other hand, leaders also lack two-way communication with their subordinates so that lack of inspiration and transformation ideas to create changes.

Apart from leadership, another factor which thought have an influence towards employee performance is organizational culture. According to the observation results, the authors found that organizational culture at Karawang Branch Office of BPJS Kesehatan still not achieved optimally, this certainly due to the application of sanctions for those who violated the regulations which turn out into bad example to other employees. This can be serve as an example for other employees to emulate which results in organizational culture will not run optimally which is clearly related to the quality of employee's work. To get

better explanation regarding organizational culture at BPJS Kesehatan Karawang Branch office, the authors have conducted pre-survey based on four organizational values such as integrity, collaboration, excellent service and innovation.

Another thing that cannot be denied is that organizational goals will not be achieved if they are not supported by a healthy and comfortable environment which felt by the members of organization (Mukti, 2022). Based on pre-survey results, it shows that working environment conditions at BPJS Kesehatan Karawang Branch Office are appear in unfavorable condition. This proven that an average value obtained is 2.9. Where the physical work environment shows that the lighting in the workplace, the temperature in the work space and the condition of the work equipment are incomplete. Meanwhile, for the non-physical work environment, it is shows that the working atmosphere, awarding communication relations and employee treatment are all in unfavorable conditions. Some previous research conducted by Prahasti & Wahyono (2018), Lumenta et al (2019), Darmawan (2022) and Marpaung & Darmawan (2022) found that leadership, organizational culture and environment of work played huge impact towards the performance of employee. According to previous phenomena, theories and research that relevant to this research, the authors have identified factors which relevant in influencing the performance of BPJS Kesehatan employees at Karawang Branch Office, so the authors conduct research by taking the title of “The Importance of Leadership, Organizational Culture, and Work Environment against the Employee Performance of BPJS Kesehatan In Karawang Branch Office Business.”

LITERATURE REVIEW

Leadership

According to Samsuddin (2018) leadership could be said as the process of influencing others towards organizational goals. Leadership is a person's ability to mobilize, align, lead a group, explain ideas so it can be accepted by others. Wibowo (2017) explained that leadership is one of important aspects that influence organizational success in achieving organizational goals. The success of an organization both as a whole and as part of an organizational group is rely on the quality of leadership which contained in organization. In carrying out its functions, the leader has certain tasks such as to ensure that the group or individual can achieve its goals, in productive cooperation and whatever circumstances that group faces. Furthermore, based on Marquardt, the leader dimension consists of system thinkers, change agents, creators, servants and administrators, polychronic coordinators, instructors and trainers and leaders should be able to develop an organizational vision which inspire employees, customers and colleagues (Adiawaty, 2020).

Organizational Culture

According to Trice & Bayer, organizational culture is sharing of social knowledge within an organization regarding rules, norms and values which formed employee attitudes and behavior (Fachreza & Majid, 2018). Furthermore, Robbins defines organizational culture is referring to a system which shared by members that distinguish from others (Maryati et al., 2020). In line with Robbins, Irnawati & Prasetyo (2019) said that organizational culture as values, symbols that understood and followed by all the members owned by an organization in order to create emotional bondage between them and distinguishing to other organizations. Within the company, organizational culture play it functions as a control over the behavior of employees and assists the company in interpreting employee experiences to produce social behavior (Pratami & Damayanthi, 2018; Luthans, 2011). Elicited from Sulaksono Hari in Sartika (2020) research it is describes that a better organizational culture should contains

innovation in calculating risk, result-oriented, all employee interests oriented and detail- task oriented.

Work Environment

According to Simanjuntak in Sulastri & Uriawan (2020), Work environment can be interpreted as all the tools around, the surrounding environment in which a person works, work methods which influence individual or as a group. Meanwhile, according to Arianto in Wara (2021), Work environment is a social, psychological & material situation which surround by the place where employees are employed. Work environment could be an important factor in creating work atmosphere and improving employee performance (Kusnadi et al., 2022). A conducive of work environment can be affected by employee's intention to leave the company (Prasetyo et al., 2021). A work environment could be said as good if employees can conducted their activities optimally, in healthy condition, safe and comfortable (Kusnadi et al., 2022). In order to create good and conducive environmental conditions, companies need to consider and put attention to the physical environment and non-physical environment within the company (Sedarmayanti, 2017).

Employee Performance

Employee performance is define as real behavior which displayed by everyone as results of work performance which produced by employees according to their role in a company or organization. High employee performance could be seen as an important factor in the efforts to increase productivity of a company. According to Brazen, by taking too long to fix employee performance can be cause other employees to despair and quit (Riyanto & Prasetyo, 2021). Based on Fahmi (2018) performance could be explains as the result which obtained by an organization, both profit oriented organization and non-profit oriented organization which produced over a period of time. Performance could be said as everything that employees do at work and results that achieved from the job (Wibowo, 2017). Furthermore, Amstrong and Baron in Wibowo (2017) suggest several factors that can affect performance, namely personal factors, leadership factors, team factors, system factors and contextual situational. Based on Sinambela & Sinambela (2019), to measure the performance of an employee, it is necessary to pay attention to the quality of work, quantity of work, responsibility, cooperation and employee initiative.

Previous Research

Albardi et al (2020) in his research found that there is a link between leadership and organizational culture. Furthermore, Saputra et al (2020) also found a correlation between organizational culture and work environment. In addition, Danthi (2017) and Dewi (2017) found significant correlation between leadership and work environment. Quoted from Dadie & Nugraheni (2016) and Armawan & Suana (2019) who argues that leadership influences employee performance. However, the opposite results earned by Purwanto (2013) who said that leadership did not have significant impact on BPJS employees. Research by Armawan & Suana (2019), Pratiwi et al. (2019), Widhawati & Damayanthi (2018), Harahap (2020), Ervina et al (2022) described that organizational culture has positive and significant effect on employee's performance. While the research by Aripin et al. (2013), and Girsang (2019) found that organizational culture did not affect employee performance because the employees did not care about the values that exist in the organization. Furthermore, in terms of employee performance, work environment factors also play an important role in determining the quality of a job (Sedarmayanti & Rahadian, 2018). In addition, Pawirosumarto et al (2017), Armawan & Suana (2019), and Gresida & Utama (2019) proved that work environment has positive and significant effect on performance. However, it is opposite from the results of

Sari's (2013) who revealed that work environment did not significantly affect person's performance. Finally, Prahasti & Wahyono (2018), Lumenta et al. (2019) as well as Darmawan (2022) also found that work discipline, organizational culture and work environment simultaneously effect towards the employee performance.

Research Framework

Based on problem description and problem identification as well as theory that has been put forward, the researcher takes a temporary hypothesis or conjecture namely: 1) There is correlation occurred between leadership and organizational culture at BPJS Kesehatan Karawang Branch Office; 2) There is an influence occurred between organizational culture and work environment at BPJS Kesehatan Karawang Branch Office 3) There is an influence occurred between leadership and work environment at BPJS Kesehatan Karawang Branch Office 4) There is an influence between leadership on the employee performance of BPJS Kesehatan Karawang Branch Office 5) There is an influence between organizational culture on the performance of Employee at BPJS Kesehatan Karawang Branch Office 6) There is an influence occurred between work environment and the performance of BPJS Kesehatan employees at Karawang Branch Office and 7) There are simultaneous influence between leadership, organizational culture and work environment on the employee performance of BPJS Kesehatan Karawang Branch Office.

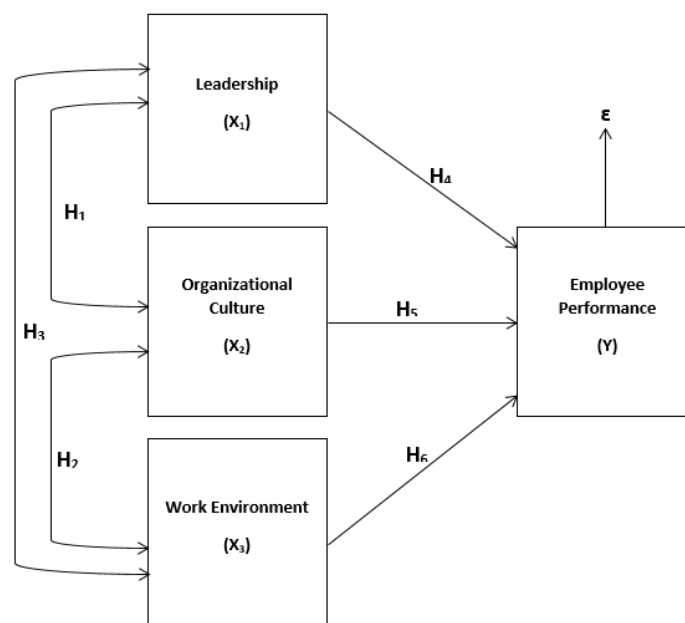


Figure 1. Research framework

RESEARCH METHODS

Quantitative method through descriptive and verification approach has been used in this study (Sugiyono, 2019). Research variables have been divided into two namely employee performance as the dependent variable, while leadership, organizational culture and work environment are defined as independent variables. The research population were 126 employees of BPJS Kesehatan In Karawang Branch Office business. Based on the Slovin formula, the minimum sample for this research should be 96 people who are considered to represent the existing population, but this study even put out the sample until 100. Sampling technique used was probability and simple random. As for collecting data, it used literature, questionnaires and interviews which then analyze through spanning analysis and path analysis techniques.

RESULT AND DISCUSSION

Research Result

Based on questionnaires which has been distributed previously, general participants were women (53%), aged around 31 to 40 years (36%), had education background as bachelor's degree (58%) and mostly had permanent employee status (53%). This proves that the majority of respondents are employees who have high mobility and boards insight relates to the field that they work in, so it is necessary to implement leadership, organizational culture with conducive work environment so their performance would be increase.

According to the instrument test results, it is found that all items in this research variable have correlation coefficient value that higher than 0.2845, thus all the questionnaire items are declared valid. Through reliability test, it is found that reliability coefficient value which obtained > 0.6 , thus it can be concluded that the instruments used in this study were all reliable.

Based on the data normality results through Kolmogorov-Smirnov method, it was found that significant $0.056 > 0.05$, by means that the regression method in this study fulfilled the normality assumption. Then, from the results of descriptive analysis towards leadership based on the scale range, an average score obtained was 350 and scale range of 340-420 which categorize as good level. The average score for organizational culture variable was 405 with scale range of 340 – 420 and categorize as good level. The average score of work environment variable was 389 with scale range 340 – 420 and categorize as good level. The average score of employee performance was 398 with scale range 340 – 420 and categorize as good level. This means that overall the leadership, organizational culture, work environment as well as employee performance of BPJS Kesehatan Karawang Branch Office are perceived as good Enough category by the respondents.

Based on correlation results between leadership and organizational culture, a value of 0.475 is obtained, thus this correlation has been labelled as moderate level with positive value. Correlation coefficient value between the independent variables, namely organizational culture and work environment was 0.235, thus this correlation has a low level of correlation with Positive value. The value of the correlation coefficient between the independent variables, namely leadership and work environment is 0.313, thus this correlation has a low level of correlation with positive value.

According to the path coefficient analysis, it is known that the standardized coefficients are 0.135 ($PYX1 = 0.135$), 0.709 ($PYX2 = 0.709$) and 0.203 ($PYX3 = 0.203$), which means that the employee performance of BPJS Kesehatan Karawang Branch Office has more reaction by organizational culture than work environment and leadership.

Table 1. Path coefficient values for each variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.227	3.080		1.048	.297
	Leadership	.081	.037	.135	2.215	.029
	Organizational Culture	.918	.077	.709	11.898	.000
	Work Environment	.278	.076	.203	3.673	.000

Based on coefficient of determination results, it is found that leadership, organizational culture and work environment are participated on the increasing of Employee performance at BPJS Kesehatan karawang Branch Office by 0.739 or 73.9%.

Table 2. The results from coefficient of determination test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 ^a	.739	.730	2.94404

Based on Table 1 above, the research results for the t test could be explained as follows:

1. Leadership partially has positive and significant effect on employee performance at the Karawang Branch Office of BPJS Kesehatan. This proven by the value of t-count = 2.215 with sig.0.029 by means this condition showed that the sig. (0.029) < α (0.05) and t-count (2.215) > t-table (1.984) then the result is Ho was rejects.
2. Organizational culture partially has positive and significant influence towards the performance of BPJS kesehatan employee at Karawang Branch Office. This could be evidenced by the value of t-count = 11.898 with sig. 0.000 by means it is indicates that the sig (0.000) < α (0.05) and t-count (11.898) > t-table (1.984) then Ho was rejects.
3. Work environment partially has positive and significant influence on the performance of BPJS Kesehatan employee at Karawang Branch Office. This proven by the value of t-count = 3.673 with sig. 0.000 by means it is shows that the sig (0.000) < α (0.05) and t-count (3.673) > t-table (1.984) then Ho was rejects.

Based on the F-test result, it is show that F-count = 90.380 and sig. 0.000 that the value of sig (0.000) < α (0.05) and F-count (90.380) > F-table (2.47) then it can be said that Ho was rejected. Thus it can be assumed that leadership, organizational culture and work environment simultaneously affect the performance of BPJS Kesehatan employees at Karawang Branch Office.

Table 6. F-test results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2350.090	3	783.363	90.380	.000 ^a
	Residual	832.070	96	8.667		
	Total	3182.160	99			

Discussion

Quoted from analysis results, the correlation between leadership and organizational culture has moderate level of correlation with positive value. These results are supported by research of Albardi et al (2020). This indicates that organization as a group of people in works together by utilizing the resources they have to achieve certain goals. In order to achieve this goal, a leader who has a leadership spirit is needed. Leadership can be said effective if a leaders are capable to organize work properly so that it can be done accordingly. The success or failure of an organization, whether a government agency or a commercial organization, will always be associated with the role of its leaders. In other words, leadership is main factor in determining the effectiveness of an organization.

According to the analysis result, the correlation between organizational culture and work environment has a low level of value with positive sign. These results are in line with the research conducted by Saputra et al (2020). This indicates that an organization is deemed necessary to take into account a strong organizational culture and in line with some of applicable boundaries. As long as it has a strong organizational culture, it will brings good impact if it is implemented properly by members of the organization which can facilitate organizational activities. A strong organizational culture will not necessarily run easily so there are need few adjustments such as if organizational culture is good so does with employee work environment is conducive, it will encouraged an improve in their ability to plan, implement and evaluate so that maximum work results could be obtained.

Quoted from the analysis results, the correlation between leadership and work environment has a low level of correlation with positive value. These results are in line with the research by Danthi (2017) and Dewi (2017). This represents that the progress of an organization depends on the performance of leaders at every level, bearing in mind that leadership includes a variety of qualities and self-skills. High quality of leader is someone who can manage various tasks, have a good skill in communicate effectively and create positive teamwork environment.

According to the calculations results, leadership partially makes a low contribution to improving the performance of BPJS Kesehatan employees at Karawang Branch Office. The results of this study are supported by other research from Dadie & Nugraheni (2016) and Armawan & Suana (2019). This indicates that the achievement of company goals is influenced by the performance of the company's employees themselves. Therefore companies need lift their potential and quality of human resources, both in terms of leaders and employees in the pattern of tasks, responsibilities, efficient in accordance with regulations and supervision that needed in an effort to achieve company's goals. Leadership is an attitude to influence someone so that person will try to work hard to achieve the goals (Badu & Djafri, 2017). Every organization should have leader in carrying out all components of the organization therefore it will runs according to its goals. Leaders are required to have effective leadership skills, because if only the basic management skills possessed by a leader are not enough to direct employees to improve their performance.

Taken from the calculations results, organizational culture partially contributes its moderate influence to improving the performance of BPJS Kesehatan's employees at Karawang Branch Office. The results of this study are supported by other research from Armawan & Suana (2019), Pratiwi et al (2019), Widhawati & Damayanthi (2018), Harahap (2020), Ervina et al. (2020). This indicates that organizational culture can improve employee performance if an employee has values or principles of being responsible for their own work, besides the organization also needs to emphasize organizational values such as the vision and mission of the organization that need to be held tightly by employees.

Based on the calculation results, work environment partially affect in low level to increase the performance of BPJS kesehatan employees at Karawang Branch Office. The research results are in line with research from Pawirosumarto et al. (2017), Armawan & Suana (2019), and Gresida & Utama (2019). This viewed comfortable work environment causes the level of employee concentration at work to increase and these conditions cause the level of employee productivity to increase. A good work environment, both physical and non-physical provides support for improving employee performance. Significant and positive correlation between work environment and employee performance.

According to the calculation results, leadership, organizational culture and work environment are inseparable condiments to improve employee performance. The results of this study are in line with research conducted by Prahasti & Wahyono (2018), Lumenta et al (2019) and Darmawan (2022). This shows that an increasing in employee performance will indirectly affect the organizational performance. In addition, the performance can also create more conducive atmosphere which will ultimately lead to healthy competition among employees and brought an impact on the self-development of each employee. Good performance will be achieved if the factors that cause such performance are fulfilled properly. The leadership factor is the leader's effort to affecting employees to take the actions ordered to achieve the vision and mission of the organization (Badu & Djafri, 2017). Furthermore, the condition of organizational culture is the behavior of employees that is inherent in themselves and as a guideline in an organization, a good culture is needed to strengthen teamwork in an organization (Widhawati & Damayanthi, 2018). An adequate

work environment will affect employees by creating a sense of comfort and enthusiasm to complete their work and conversely (Armawan & Suana, 2019).

CONCLUSION

Elicited from the research results and data analysis which gathered by the authors, it can be interpreted that: 1) Employee performance at BPJS Kesehatan in Karawang Branch can be fixed through leadership 2) The performance of BPJS Kesehatan's employees in Karawang Branch are likely to be increased by the culture of organization 3) The performance of BPJS Kesehatan'employees in Karawang Branch can be improved through work environment and 4) Leadership, organizational culture as well as work environment are simultaneously effective to increase the performance of BPJS Kesehatan'employees in Karawang Branch of BPJS Kesehatan.

The suggestions that can be put forward by the researchers are: 1) The Leaders should set a good example for their subordinates by inspired or motivated them to be the best version of themselves therefore it would create emotional bonds between them. This certainly due to the creation of organizational culture for employees in the company are begins with the leadership which is more proactive, communicative, disciplined and highly motivated at work, then it will become work culture for employees themselves which ultimately increase and generated high productivity for the company; 2) Leaders need to consider anything about the welfare of their employees. By giving awards to employees who accomplished their job which take form as financial or non-financial in order to illustrate the authority of the company that is capable to pay the rewards and various other forms of rewards in accordance with the signed agreement and 3) Build a good communication between team members, give freedom to create their work space that will provide a comfortable senses for them and lift the performance of employee.

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