

INFLUENCE OF ORGANIZATIONAL CULTURE AND TRAINING REGARDING PERFORMANCE OF BPJS EMPLOYEES KARAWANG

¹Peni Eriyati, ²N. Neni Triana, ³Thomas Nadeak

Mn20.penieriyati@mhs.ubpkarawang.ac.id, Neni.triana@ubpkarawang.ac.id,
merdekachi@yahoo.com

^{1,2,3} Management Study Program, Faculty of Economics and Business,
Universitas Buana Perjuangan Karawang

ABSTRACT

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Purpose of the study — This study aims to explain the influence of Organizational Culture and training on employee performance, both simultaneously and partially

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Research method—The research employs quantitative methods, using a saturated sampling technique that includes all 31 employees of the Karawang Employment BPJS as the sample.

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Result— The findings indicate that both organizational culture and training significantly affect employee performance, with a significance value (sig.F) of 0.000. Additionally, organizational culture shows a significant partial effect on employee performance.

Conclusion— The analysis, conducted through multiple linear regression using t-tests and f-tests, confirms that organizational culture and training are crucial factors influencing employee performance.

Keywords: organizational culture, training, employee performance



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INTRODUCTION

The era of globalization is marked by the formation of intense competition in all fields. Human resource management that maximizes employee capabilities through various strategic steps in order to improve employee performance. Social security (JAMSOSTEK), a replacement for lost or reduced income due to events or circumstances experienced by workers, in the form of: work accidents, illness, pregnancy, maternity, old age and death. The history of the formation of PT. JAMSOSTEK (Persero) underwent a long process, starting from Law No.33/1947 in conjunction with Law No.2/1951 concerning work accidents, Minister of Labor Regulation (PMP) No.48/1952 in conjunction with PMP No.8/1956 concerning arrangements for

assistance for efforts to organize workers' health, PMP No.15/1957 concerning the establishment of the Labor Social Foundation, PMP No.5/1964 concerning the establishment of the Social Security Fund Foundation (YDJS), enactment of Law No.14/1969 concerning the Principles of Labor. This means that the existence of several regulations that contain the responsibilities of employers towards each of their workers is what gave rise to the idea of establishing social insurance for workers.

BPJS Employment is a guarantee program for workers against all kinds of risks faced in their work, both economic and social risks. BPJS Employment covers work accidents, old age, death and health care. The Employment Social Security Administering Agency or abbreviated as BPJS Employment, starting at the end of 2019, was officially abbreviated as BPJAMSOSTEK or more commonly known as BPJSTK. Functions of BPJS Employment As a body that guarantees the protection of workers, of course BPJS for employment has several functions that can be enjoyed by its users. The Karawang BPJS Employment Office is located on Jalan Surotokunto Number 38, East Adiarsa, East Karawang District, Karawang Regency, West Java 41311.

Employee performance is an evaluation of how well the individual carries out their duties and responsibilities at work. Factors such as productivity, adaptability, and contribution to company goals are usually taken into account in performance appraisals.

Organizational culture is a collection of shared values, norms, beliefs and behaviors that shape the work environment of an organization. It includes the way people interact, the values they value, and the norms that guide action in an organizational context.

Job training is a process in which employees are provided with the knowledge, skills and understanding necessary to carry out their duties and responsibilities more effectively. It aims to improve individual performance and their contribution to the organization.

The phenomenon of work culture of BPJS Ketenagakejaan employees in Karawang also influences employee performance. The implementation of work tends to be ineffective and inefficient due to carrying out work that is not in accordance with the job description and the absence of training, which causes the work not to be completed on time. Innovation and risk taking employees are encouraged to be innovative and dare to take measured risks. Team orientation works to build a solid team and help each other employees share knowledge and experience. Aggressiveness shows aggressiveness and competitiveness. The orientation of people is able to complete things well and on time. The influence of organizational culture at BPJS Employment Karawang on employee performance can create a positive work environment, increase motivation and collaboration. Training also plays an important role in improving employee skills and knowledge, which can contribute to improving employee performance.

Previous Research Results (Research gap)

The results of Muhammad Habibie's research (2021) state that there is a positive relationship between corporate culture variables and employee performance variables which are the dependent variable, while Aden Prawiro Sudarso's research (2019) states that

calculation analysis using the product moment coefficient formula means it can be concluded that the training variable Simultaneous work has a strong relationship to performance (Y). From the description of the background of the problem, the author is interested in conducting research with the title "The Influence of Organizational Culture and Training on the Performance of BPJS Employment Karawang Employees"

The aim of the research regarding the influence of organizational culture and training on employee performance at BPJS Employment Karawang is to evaluate the extent to which organizational culture influences employee productivity, as well as measuring the impact of training on increasing skills and knowledge that can be applied in daily tasks. Another goal may involve identifying areas where improving organizational culture and training can strengthen employee performance.

LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT

A. LITERATURE REVIEW

1. Management

Afandi (2018:1) describes management as a collaborative process in which individuals work together to meet organizational goals through functions such as planning, managing HR, directing, leading and control. This process maximizes human resources and other resources in an optimal way, to measure the achievement of predetermined goals.

Firmansyah (2018:4), interprets management as the process of planning, organizing and controlling resources power owned. Management not only focuses on managing resources, but also integrates all aspects of activities to ensure that organizational goals are achieved optimally.

From several definitions and expert opinions, it can be concluded that management is a process of planning, organizing, directing and controlling resources to achieve organizational goals. Experts agree that management involves aspects of leadership, decision making, communication, and adaptation to environmental changes. This conclusion illustrates that management is a complex discipline and is very important in achieving organizational success.

2. Human Resource Management

Supomo and Nurhayati (2018:5) stated that the essence of HRM is managing the workforce. HRM focuses on personnel management strategies. Meanwhile, Hasibuan (2019) defines HRM as the science and art of managing the interactions and roles of workers to optimally supports the achievement of goals set by the organization, employees and society. So, it can be concluded that HRM is a discipline that focuses on effective management of the workforce to support organizational goals. HRM involves planning, organization and supervision of employees to increase efficiency and meet the needs of the organization, employees and society at large.

3. Organizational culture

According to Sutrisno (2018: 20): "Organizational culture is an invisible social force that can be mobilized by people in an organization to carry out work activities."

Organizational culture is a variety of values that envelop the typical patterns of thinking, ideas and behavior held and carried out by human resources in an organization to achieve its goals. As stated by Fahmi (2017, p. 11) that organizational culture is the result of the process of merging the cultural styles and behavior of each individual that were previously brought into a new norm and philosophy, which has the energy and pride of the group in facing something and a certain purpose.

From the experts' definitions above, it can be concluded that organizational culture includes the understanding that organizational culture reflects the shared values, norms and beliefs that shape the way people interact and work in an organization. Experts state that organizational culture can influence individual motivation, performance and adaptation to the work environment.

4. Functions of Organizational Culture

Robbins (2008) emphasizes that culture has various purposes functions, Among the functions that organizational culture plays are:

1. The function of culture is to set boundaries, namely to clearly define what is a character or characteristic compared to others.
2. Organizational members derive a sense of identity from their culture.
3. Culture makes it easier for someone to dedicate themselves to goals that exceed personal goals.
4. Culture makes social structures more stable

5. Job Training

Employee training is about instilling certain knowledge, skills and attitudes so that employees can work more professionally and carry out their duties well. Job training is a process to improve employee competence (Sutrisno, 2019, p. 68). Of course, this process refers to the implementation of education which is structured in such a way as to achieve the objectives. As stated by Hasibuan (2017, p. 70), training is a short-term educational process using systematic and organized procedures. It can be concluded that job training is a systematic and organized planned effort and process to improve the competence of organizational members both in terms of skills, knowledge and attitudes needed to carry out work and achieve the common goals of the organization or company.

In the training process, poor performance is corrected in such a way that it becomes better. So that a group of waiting tasks can be done well by workers who have undergone training. As stated by Sutrisno (2019), training is aimed at

completing skills in carrying out work, as well as being able to use work equipment correctly.

From the definition above, it can be synthesized that job training has an important role in improving employee skills, knowledge and performance. By providing appropriate training, organizations can increase productivity, reduce errors, and create a more adaptive work environment. The success of training also depends on adapting the program to the needs of the organization and employees. Effective training can have a positive impact on motivation, employee retention, and achievement of organizational goals.

6. Job training objectives

According to Widodo (2015:84), company training programs are intended to improve member morale, increase increase productivity , increase quality, improve drive plan HR, prevent the decay of knowledge and skills of personnel, m increase development to skills and expertise of personnel, and provide indirect compensation.

According to Ganesh and Indradevi (2015), it is very important to explore various points of view regarding training and development. Their experience working with large organizations and their own preferred methods have brought this to their attention. Today's traditional training methods consistently have difficulty recruiting new personnel, keeping goals clear, and implementing new strategies in the workplace. As a result, they provide advice on everything, emphasizing the need for adaptable strategies.

Although managers usually have the freedom to choose the best training and development programs for their staff, they should always keep this in mind to increase the likelihood of their staff meeting the goals set by the company.

Benefits of Job Training. According to Suparyadi (2015) Increased independence, increased motivation, a sense of belonging, and reduced employee turnover are some of the benefits of training. The following are the benefits of job training:

1. Gain more autonomy
2. Increase work morale
3. Encourage feelings of inclusion
4. Reduce staff turnover
5. Increase business income

7. Employee performance

Described by Sudarso, (2019) Performance is the achievement achieved by individuals and groups in an organization that all have rights and responsibility to carry out organizational objectives in a manner consistent with laws, morals and ethics.

Prawirosentono (2015:87) defines performance as the achievement of results by an individual or group of people in an organization who is responsible and authorized for it, in an effort to achieve organizational goals in an ethical, moral and legal manner. From this point of view, it can be said that employee performance is the result of carrying out their obligations and duties based on the provisions set by the employer or organization.

According to Susanti and Palupi (2016), performance states that a company's ability to succeed in achieving its goals depends on employee performance in addition to the facilities and infrastructure that are available.

Previous research according to Lydia and Eddy (2017) suggests that when a company offers intensive programs to its employees, this will increase their motivation and enthusiasm to complete the tasks assigned to them, resulting in efficient work operations.

In general, employee performance includes achieving goals, productivity, quality of work, and positive contributions to the organization. Factors such as motivation, skills and cultural fit also play an important role. Comprehensive and fair evaluation of employee performance can provide a basis for further development, training, and improvement of organizational processes.

8. Factors that influence employee performance

All HR in the organization, including leaders and employees, are responsible for carrying out their duties. A variety of factors can affect the ability of these resources to work. Both external and internal sources of influence are found in human resources. Optimally, authority, discipline, initiative, supervision and motivation are influencing factors, according to Prawirosenton.

9. Employee Performance Benefits

Good management undoubtedly results in a healthy company, and this can be judged by the highest level of staff performance. Performing well at work offers several benefits. In accordance with the professional point of view listed below: Performance evaluation, described by Wibowo in Rozarie (2017:66), can be used for more general purposes such as:

1. Ideas and goals must be evaluated. This provides input for the planning process to set future organizational performance targets.
2. Plan evaluation: identifying reasons if the assessment shows that the results are not in line with the plan.
3. Environmental evaluation, determining whether circumstances encountered during implementation were unfavorable, inappropriate, and caused challenges or failure.

4. Evaluation of the performance process, which determines whether the performance implementation process is hampered. Is the organizational structure functioning as it should, and are there problems with human interaction and leadership
5. Performance measurement evaluation, which determines whether the approach used is appropriate, whether the review and coaching system is running effectively, and whether performance appraisals have been carried out correctly.
6. Data analysis If there are differences, identify the causes and make improvements for the future

B. HYPOTESIS DEVELOPMENT

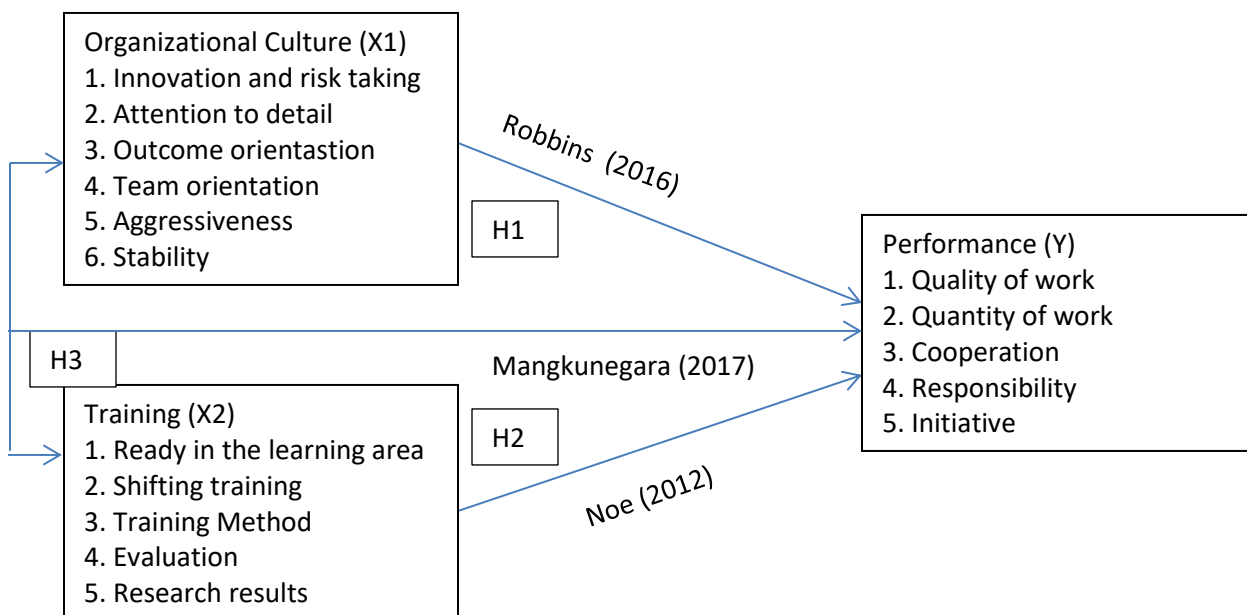


Figure 1. framework of thinking

Research hypothesis:

1. The partial influence of organizational culture on employee performance
2. The effect of partial training on employee performance
3. The simultaneous influence of organizational culture and training on employee performance.

METHOD

The data processing uses quantitative , where the analysis tool uses multiple regression . The results of the study reflect that job training and organizational culture have

an impact on how well the BPJS Employment Karawang staff perform. With a total of 31 employees, the entire population of BPJS Employment Karawang is the research subject. Saturated samples are used to use the entire population as a research sample. Classical assumption tests, multiple linear regression methods, hypothesis testing, and coefficient of determination tests were used in this study. The data processing uses SPSS (version 25).

The purpose of this study is to examine partially and simultaneously the impact of training variables and organizational culture on performance. Survey research with the makai associative study design is the methodology used. All BPJS Employment Karawang employees with a minimum of one year of service are included in the population of this study.

1. Research location

The location of the study is at BPJS Employment Karawang, which is located at Jl. Surotokunto No. 38, Adiarsa east, Kec east Karawang, Karawang. West Java. This research was carried out with the aim of carrying out the final assignment.

2. Research Time

This study was carried out in October 2023 until the time required by the author.

3. Population, Sample and Sampling Technique

Sugiyono (2017:61), population is the scope of general in that includes individuals or objects that have a certain number and characteristics have been determined by researchers to be investigated and then analyzed to reach conclusions. The population is all BPJS Employment Karawang employees who have worked at BPJS Employment Karawang for at least one year. Based on these criteria, there are thirty-one employees who meet the criteria.

Sugiyono (2018:81) articulates that a sample is a segment of a population that has a certain quantity and certain characteristics. To ensure accurate representation, the sample is attempted to truly reflect the population studied. Meanwhile, Sugiyono (2017) explains saturated sampling as a sample selection technique where all members of the population are included in the research. This technique is often also referred to as a census on a smaller scale.

4. Research Data Collection

To collect data in this study, a methodology or procedure is needed. Data collection methods, according to Haq (2017), are strategies or approaches that researchers may

use to collect data. The research data source is primary data, uses questionnaires, where BPJS Employment Karawang will provide questionnaires to BPJS employees and research subjects.

The questionnaire will ask about organizational culture, the impact of training on employee performance, and secondary data obtained not directly, namely through literature or books that are valuable continuously with research that will support the primary data.

Data collection technique According to Sugiyono, (2019:199) the questionnaire method is a data collection technique where respondents are expected to fill out a series of questionnaires or statements that have been prepared in writing. It becomes an efficient tool in data collection when the researcher understands the variables being examined and the expectations for answers from respondents are clear.

5. Research Instrument

According to Purwanto (2018), is equipment in collecting data for studies. The measurement objectives and underlying theory are taken into consideration in creating research instruments. Every employee of BPJS Employment Karawang received a questionnaire which became a research instrument. Research instruments include surveys and questionnaires related to each independent variable studied, which are used to combine data for a study. The purpose of measuring tools for organizational culture and training variables is to produce precise quantitative data.

RESULTS AND DISCUSSION

A. RESULTS

Descriptive Analysis

Table 2. TCR classification

No	Achievement Presentation	TCR criteria
1	85% - 100%	Very good
2	66% - 84%	Good
3	51%- 65%	Pretty good
4	36%-50%	Not good
5	0%-35%	Not good

Source: Sugiyono (2017: 207)

Table 3. Organizational Culture

Indicator	TXSL					n	Mean	TCR	Idx%	Criteria TCR
	1	2	3	4	5					
Pegembangan Inovasi	2	28	12	24	25	31	2,93	91	58,70%	CB
Perbaikan Performa	10	16	12	20	20	31	2,51	78	50,32%	CB
Pengenalan Visi Misi	10	16	6	28	20	31	2,58	80	51,61%	CB
Mengetahui tujuan	5	24	6	24	30	31	2,87	89	57,41%	CB
Penuntasan Tugas	6	22	6	28	25	31	2,80	87	56,12%	
Pemberian Instruksi	7	18	6	30	30	31	2,87	89	57,41%	CB
Average									63,41%	CB

Based on Table 3 above, it shows that the TCR for the organizational culture variable is in the quite good category, the highest value is for the innovation development indicator which has a TCR value of 58.70%. And the smallest TCR value is found in the performance improvement indicator which has a TCR value of 50.32%, which is still included in the quite good category.

Table 4. Training

Indicator	TXSL					n	Mean	TCR	Idx%	Criteria TCR
	1	2	3	4	5					
Training Type	5	22	12	24	25	31	2,83	88	57,77%	CB
Objective	5	26	6	20	30	31	2,80	87	56,12%	CB
Material	7	18	12	20	30	31	2,80	87	56,12%	CB
Method	4	24	9	24	30	31	2,99	91	58,70%	CB
Participant Qualifications	5	26	6	20	30	31	2,80	87	56,12%	CB
Average									56,77%	CB

Based on Table 4 above shows that value on variable training has a fairly good category, the highest value is in the method indicator which have TCR value of 58.70%. And TCR value value has on indicators objectives, materials and qualifications of participants who have TCR value of 56.12% still is included in the category quite good.

Table 5. Performance

Indicator	TXSL					n	Mean	TCR	Idx%	Criteria TCR
	1	2	3	4	5					
Discipline	5	22	9	24	24	31	2,90	90	58,06%	CB

Indicator	TXSL					n	Mean	TCR	Idx%	Criteria TCR
	1	2	3	4	5					
Work Results	6	20	9	20	24	31	2,87	89	57,41%	CB
Work Volume	7	20	12	16	16	31	2,74	85	54,83%	CB
Work Speed	4	26	6	20	20	31	2,93	91	58,70%	CB
Cooperation	5	24	6	24	24	31	2,87	89	57,41%	CB
Responsibility	6	24	3	28	28	31	2,77	86	55,48%	CB
Initiative	7	22	3	20	20	31	2,80	87	56,12%	CB
Improvisation	5	22	9	24	24	31	2,80	87	56,12%	CB
Average									56,77%	CB

Based on Table 5 above, it shows that the TCR for the performance variable is in the quite good category, the highest value is for the work speed indicator which has a TCR value of 58.70%. And the smallest TCR value is found in the work volume indicator which has a TCR value of 54.83%, which is still included in the quite good category.

1) Validity Test

According to Sugiyono, (2016:179) A factor is considered strong if all correlations are positive and the value is at least 0.3. Thus, it can be said that the instrument has good construct validity based on factor analysis. So it can be concluded that each item asked is valid then the calculated r must have a result > 0.3 then to calculate the calculated r in the research using the SPSS 25 analysis tool to find out r the calculated

Table 6 . Validity Test Results

Statement	R count	R Table	Information
X1.1	0,932	0,324	Valid
X1.2	0,921	0,324	Valid
X1.3	0,936	0,324	Valid
X1.4	0,946	0,324	Valid
X1.5	0,939	0,324	Valid
X1.6	0,934	0,324	Valid
X2.1	0,936	0,324	Valid
X2.2	0,964	0,324	Valid
X2.3	0,903	0,324	Valid
X2.4	0,932	0,324	Valid
X2.5	0,943	0,324	Valid
Y.1	0,934	0,324	Valid
Y.2	0,939	0,324	Valid

Statement	R count	R Table	Information
Y.3	0,864	0,324	Valid
Y.4	0,917	0,324	Valid
Y.5	0,954	0,324	Valid
Y.6	0,943	0,324	Valid
Y.7	0,935	0,324	Valid
Y.8	0,947	0,324	Valid

All indicators in variables X1, Thus, it can be said that each of these indications is reliable.

2) Reability test

According to Ghozali (2018), test reliability is a method used to measure a questionnaire that functions as an indicator of a variable.

Table 7. Results Test Reability Statistics

No	Variable	Cronbach's Alpha	Standard reliability	Information
1	Organizational Culture (X1)	0,970	0,60	Reliable
2	Training (X2)	0,964	0,60	Reliable
3	Employee Performance (Y)	0,977	0,60	Reliable

As can be seen from the table above, each variable has a Cronbach's Alpha value of 0.60, which indicates that the information is reliable and suitable for use in research.

3) Test Normality

Table 8. Results Test Normality

Monte Carlo		Unstandardized Residuals	
N		31	
Normal Parameters, b	Average	.0000000	
	Std deviation	2.17824359	
Most Extreme Differences	Absolute	.219	
	Positive	.219	
	Negative	-.093	
Test statistics		.219	
Asymp. Sig. (2-tailed)		.001c	
Monte Carlo Sig. (2-tailed) Sig.		.091d	
	99% Confidence Interval	Lower Bound	.083
		Upper Bound	.098

- a. The test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Based on 10,000 sample tables with an initial seed of 2000000.

Based on the value significant Unstandardize Kolmogorov Smirnov residual of 0.091 > 0.05 in the previous table, it can be concluded that the residual value follows a normal distribution.

4) Test Multicollinearity

Table 9. Results Test Multicollinearity

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	Q	Sig.	Tolerance	VIF
1	(Constant)	1.199	.977		1.227	.230		
	X1	1.195	.168	.896	7.130	.000	.093	10.712
	X2	.142	.205	.087	.694	.494	.093	10.712

a. Dependent Variable: Y

Based on the table above, it can be seen that the tolerance value calculation results show that each independent variable has a tolerance value of more than 0.10, yes n g, meaning there is no correlation between the independent variables and the VIF calculation results also show the same results, namely there is no independent variable that has value vif more than 10. So it can be concluded that does occur multicollinearity an tare independent variable in this regression model.

1. Multiple Regression Analysis

Table 10. Multiple Regression Analysis

B	
(Constant)	1.199
X01	1.195
X02	.142

Table 5 is used to calculate the regression coefficient, which produces a constant of 1.199, b₁ and b₂ values of 1.195 and 0.142 respectively. This results in the following equation:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 1.199 + 1.195 X_1 + 0,142 X_2 + e$$

2. t Test (Partial Test)

Ghozali (2018) defines test partial hypothesis (t test) as a measure of how much influence the independent variable has on the dependent variable partially.

Table 11 . T test results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.199	.977		1.227	.230
	X01	1.195	.168	.896	7.130	.000
	X02	.142	.205	.087	2.694	.494

a. Dependent Variable: Y

The t-test results of the individual influence of organizational culture variables on employee performance have a significant and positive influence, because the t-calculated value of organizational culture is 7,130 which is greater than the t-table 1,695 and is significant with a value of 0.000 < 0.05. So it is stated that there is a significant positive effect and the effect of training is partially positive and significant on employee performance, because the t-count of training has a value of 2,694 exceeding the t-table of 1,695 and the significant value obtained is 0.000 < 0.05 therefore a significant positive effect is found

3. F Test (Simultaneous test)

Ghozali (2018), explains that Simultaneous Hypothesis Testing or F Test is a testing method that is used to determine whether all independent variables in a model have a collective effect on the variable dependent.

Table 12 . F Test Results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3307.142	2	1653.571	325.272	.000b
	Residual	142.342	28	5.084		

Total	3449.484	30			
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a. Dependent Variable: Y

b. Predictors: (Constant), X02, X01

From the table above, the f-count results exceed the f-table with a value of 325,272 > 3.30 and are significant with a value of 0.000 < 0.05. So simultaneously organizational culture and training influence the performance of employees BPJS Employment Karawang.

B. DISCUSSION

1. The influence of organizational culture on employee performance

According to the first test hypothesis, the t-count has values exceeding values exceeding the t-table for the organizational culture variable, namely 7,130 > 1,695. Significance is obtained at 0.000 < 0.05, by because has positive and acceptable influence, this means the influence of organizational culture on employee performance is significant and positive. The results of this research are supported by previous research in the journal (Muhammad Habibie 2021) which states that there is a positive relationship between corporate culture variables and employee performance variables..

2. The effect of training on employee performance

Referring to the results of the second hypothesis test, the t-count has a value that exceeds the t-table for the training variable, namely 2,694 > 1,695 with the significance obtained being 0.000 < 0.05 by because is, hypothesis has a positive effect and is acceptable. Research (Aden Prawiro Sudarso, 2019) states that analysis of calculations using the product moment coefficient formula means it can be concluded that the job training variable simultaneously has a strong level of relationship to employee performance.

3. The influence of organizational culture and training on employee performance

Organizational culture and training have an influence on employee performance at BPJS Employment. Based on the F test, it shows f-count with a value of 325,272 > f-table 3.30 and is significant with a value of 0.000 < 0.05. Therefore, organizational culture and training simultaneously influence the performance of BPJS Employment Karawang employees. (Muhammad Habibie 2021) states that there is a positive relationship between corporate culture variables and training on employee performance variables.

CONCLUSION

Organizational culture falls into the category quite good, which has an average value

of 63,41 %, the highest value belongs to the indicator innovation development 58,70 %, and the value the smallest indicator performance improvement 50,32 % is still included in the category quite good.

Training falls into the quite good category, which has an average value of 56,77 %, the highest value belongs to the method 58,70 % indicator, and the smallest value on the indicators objectives, materials and participant qualifications 56,12 % are still included in the category quite good. Performance falls into the category quite good, which has an average value of 56,77 %, the highest value belongs to the indicator working speed 58,70 %, and the value the smallest indicator working volume 54,83 % is still included in the category quite good.

Organizational culture partially has a significant effect on the performance of BPJS Employment Karawang employees, because the t-count is 7,130 > t-table 1,695. Training partially has a significant effect on the performance of BPJS Employment Karawang employees, because the t-count is 2,694 > r-table 1,695. Simultaneously, organizational culture and training have a significant effect on the performance of BPJS Employment Karawang employees, because the f-count value has a value of 325,272 > f-table 3.30

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