

The Influence of Organization Climate, Organizational Commitment and Self Efficacy on Employee Performance BPJS Ketenagakerjaan Juanda

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ARTICLE INFO

Keywords: Organizational Climate, Organizational Commitment, Self-Efficiency, Employee Performance

Received : 17, February

Revised : 03, March

Accepted: 22, March

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ABSTRACT

This study uses a quantitative approach with a saturated sampling technique with all respondents totaling 35 employees by testing the influence of organizational climate, organizational commitment, and self-efficacy on employee performance at the Juanda branch of BPJS Ketenagakerjaan. This research aims to examine the influence of organizational climate, organizational commitment, and self-efficacy on the performance of employees at the Juanda branch of BPJS Ketenagakerjaan. This study uses a quantitative approach with a saturated sampling technique with all 35 employees as respondents. Research shows that collectively, organizational climate, organizational commitment, and self-efficacy have a significant influence on employee performance. When analyzed individually, organizational climate and organizational commitment do not have a significant influence, while self-efficacy plays an important role in influencing employee performance.

INTRODUCTION

Indonesia is a country rich in Human Resources (HR), which of course have diverse characteristics, so each individual would face it in a unique way. According to Ajabar (2020:4), human resources are the foundation of a business, particularly in the service industry, to support success and boost the company's name. As a result, human resources must be of excellent quality so that they can continue to deliver innovation until they develop and become recognized in the eyes of the community.

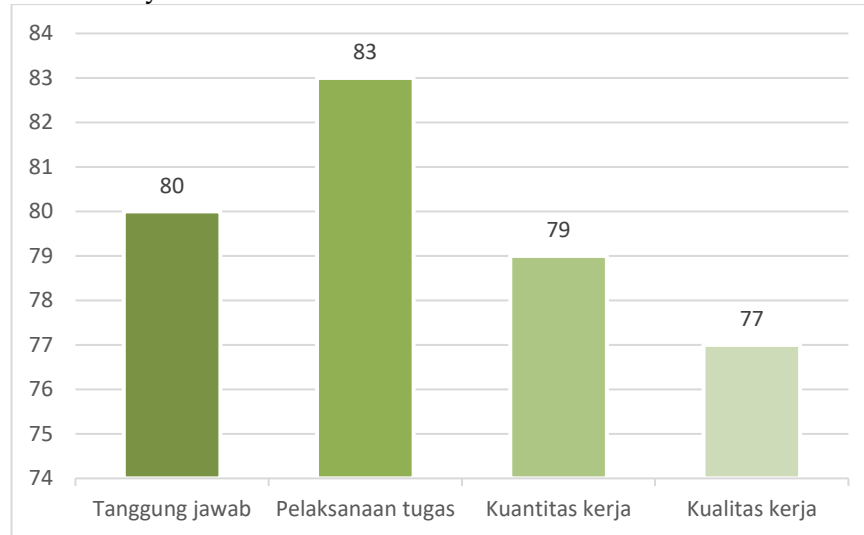


Figure 1 Pre-test Result

Based on the previously analyzed graphic, it is clear that the Interpersonal Impact indication had the greatest total score of 83, while the Quality indicator received a total of 77. Employee performance quality has to be improved because issues were discovered with the job that received the lowest grade. Accordingly, BPJS Ketenagakerjaan Juanda Branch constantly works to raise the caliber of worker performance by holding excellent coaching sessions every three months, holding morning briefings prior to the start of business hours, and offering staff training in response to directives from headquarters.

Perceptions of standards, beliefs, principles, and practices are all part of the organizational climate, which is the ambiance or mood that permeates the workplace. The character of the work environment, often known as organizational climate, is a key element determining my behavior. Being highly enthusiastic allows you to contribute as much good energy as possible while taking responsibility for your performance in order to fulfill the company's vision, purpose, and goals.

A positive organizational climate also fosters teamwork, collaboration, and overall job satisfaction, leading to higher employee retention rates. Companies that prioritize employee well-being and a healthy work environment tend to experience increased productivity and a more motivated workforce. Leadership plays a significant role in shaping this climate by setting clear expectations, providing support, and recognizing employees' efforts.

When employees possess a strong sense of self-efficacy, they are more likely to take initiative, embrace challenges, and remain resilient in the face of obstacles.

Organizations that invest in skill development programs, mentorship, and continuous learning opportunities empower employees to achieve their full potential. This, in turn, contributes to long-term business sustainability and growth.

In Agustini (2019: 154), Stephen P. Robbins and Judge state that organizational commitment is the state in which staff members support the organization and its objectives in order to keep their membership. Employees must believe in themselves and have a strong and ordered commitment to reach certain goals in order to do their duties. According to Medhayanti in Iwan Restu (2019:692), self-efficacy also has an impact on an individual's ability to accomplish their life objectives.

LITERATURE REVIEW

Human resources of an organization play an important role in improving quality and performance. Human resource management will help the organization become more successful and efficient. The workspace owned by a company can be one of the factors that influence employee performance. The work environment viewed by an organization is known as organizational climate. In this way, the company can create a comfortable work environment for its workers so that they feel happy and better at their jobs.

In addition to providing a comfortable workplace, companies must encourage each employee to reach their full potential. One of the individual elements that contribute to better organizational performance is organizational commitment, which is a belief in the goals of the organization and a desire to be a member. This instills a sense of responsibility in workers to carry out and complete all tasks given by the company. In the long run, employees who are highly dedicated to the company will try their best to achieve the level of performance desired by the company.

How a person performs something according to their abilities is known as self-effect. One of the individual factors that has a positive impact on the surrounding environment and on the company is self-efficacy. Instead of focusing on employee performance in such a scenario, businesses can work on improving their own efficiency. Companies should focus more on aspects of the work environment, including organizational climate, as well as individual aspects, such as organizational commitment and self-efficacy, to improve employee performance. Considering these explanations, the following framework can be identified:

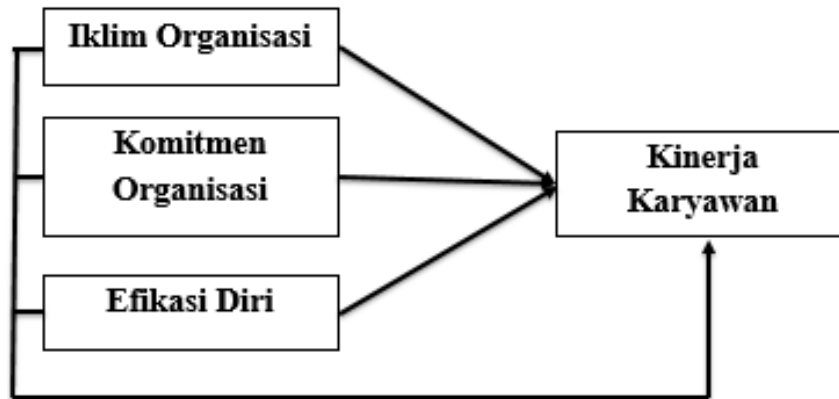


Figure 2 Theoretical Framework

From the diagram above, the framework of thought is used to determine how organizational climate (X1), organizational commitment (X2), and self-efficacy (X3) influence employee performance (Y) on BPJS Ketenagakerjaan employees at the Juanda branch.

Based on the theoretical basis and framework above, the following hypotheses can be made for this study:

- H1: Organizational climate, organizational commitment, and self-efficacy simultaneously affect the performance of BPJS Ketenagakerjaan Juanda Branch employees.
- H2: Organizational climate partially affects the performance of BPJS Ketenagakerjaan Juanda Branch employees.
- H3: Organizational commitment partially affects the performance of BPJS Ketenagakerjaan Juanda Branch employees.
- H4: Self-efficacy partially affects the performance of BPJS Ketenagakerjaan Juanda Branch employees.

METHODOLOGY

This research employs a quantitative methodology. This study's quantitative analysis will involve conducting scientific and empirical trials utilizing systematic numbers while taking into account research guidelines on organizational climate, organizational commitment, and self-efficacy on employee performance. Thirty-five workers of the BPJS Ketenagakerjaan Juanda Branch made up the sample and population. The researcher employed the saturation sampling methodology in conjunction with questionnaires, interviews, documentation, and observation as data gathering techniques. IBM SPSS 26 seeks to provide precise data calculations in order to generate findings that can then be applied to multiple linear regression analysis data analysis approaches.

RESEARCH RESULT

Validity Test

Table 1 Validity Test Result

Variabel	Statement	Correlation Coefficient (r count)	(r table)	Explanation
Organizational Climate (X1)	X1.1	0,686	0,334	VALID
	X1.2	0,612	0,334	VALID
	X1.3	0,637	0,334	VALID
	X1.4	0,621	0,334	VALID
	X1.5	0,560	0,334	VALID
	X1.6	0,700	0,334	VALID
Organizational Commitment (X2)	X1.1	0,696	0,334	VALID
	X2.2	0,651	0,334	VALID
	X2.3	0,697	0,334	VALID
	X2.4	0,599	0,334	VALID
	X2.5	0,623	0,334	VALID
	X2.6	0,690	0,334	VALID
Self- Efficacy (X3)	X3.1	0,619	0,334	VALID
	X3.2	0,743	0,334	VALID
	X3.3	0,631	0,334	VALID
	X3.4	0,813	0,334	VALID
	X3.5	0,600	0,334	VALID
	X3.6	0,739	0,334	VALID
Employee Performance (Y)	Y.1	0,610	0,334	VALID
	Y.2	0,757	0,334	VALID
	Y.3	0,863	0,334	VALID
	Y.4	0,839	0,334	VALID

The validity test results are displayed in table 1 above, where all variable data is deemed legitimate due to all computations exceeding the table with a significance level of 0.05.

Reliability Test

Table 2 Reliability Test Result

No.	Variabel	Cronbach's Alpha Calculation	Cronbach's Alpha Minimum	Explanation
1	Organizational Climate (X1)	0,667	0.60	Reliabel
2	Organizational Commitment (X2)	0,735	0.60	Reliabel
3	Self-Efficacy (X3)	0,767	0.60	Reliabel
4	Employee Performance (Y)	0,775	0.60	Reliabel

As can be seen from table 2 above, all variables have values over 0.60 according to the Cronbach's Alpha calculation, making them all dependable and amenable to in-depth analysis.

Normality Test

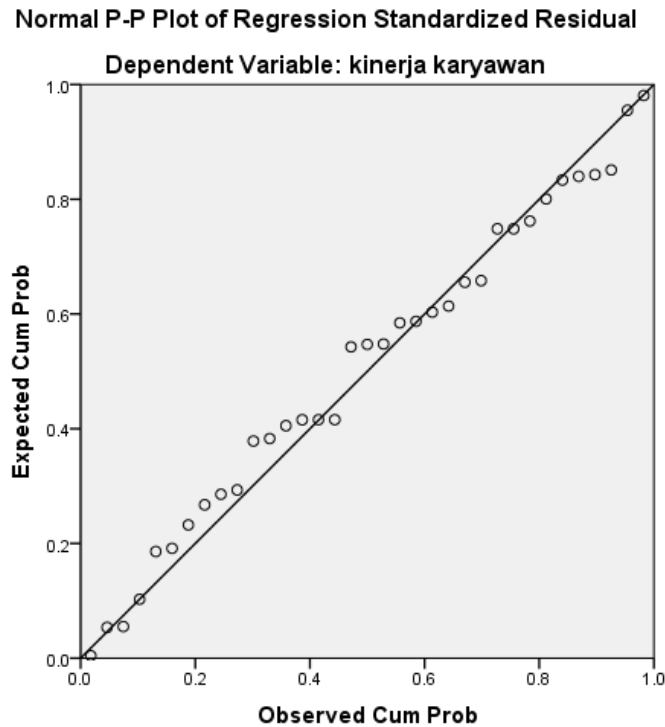


Figure 3 Normality Test Result

The plotting data (dots) that represent the actual data are dispersed and follow the diagonal line, indicating that this study is normally distributed, according to the graph above, which displays the results of the normal P-P graph (Plot of Regression Standardized Residual) that was tested in SPSS.

Multicollinearity Test

Table 3 Multicollinearity Test Result

No	Variabel	Cilonery Statistic		Explanation
		Tolerance	VIF	
1	Iklim Organisasi (X1)	0,784	1,276	No Multicollinearity Occurs
2	Komitmen Organisasi (X2)	0,786	1,272	No Multicollinearity Occurs
3	Efikasi Diri (X3)	0,937	1,067	No Multicollinearity Occurs

All of the independent variables in the above table have Variance Inflation Factor (VIF) of less than or equal to 10, and the study's tolerance value is more than 0.1. Therefore, it may be said that there are no signs or instances of multicollinearity in the regression model.

Heteroscedasticity Test

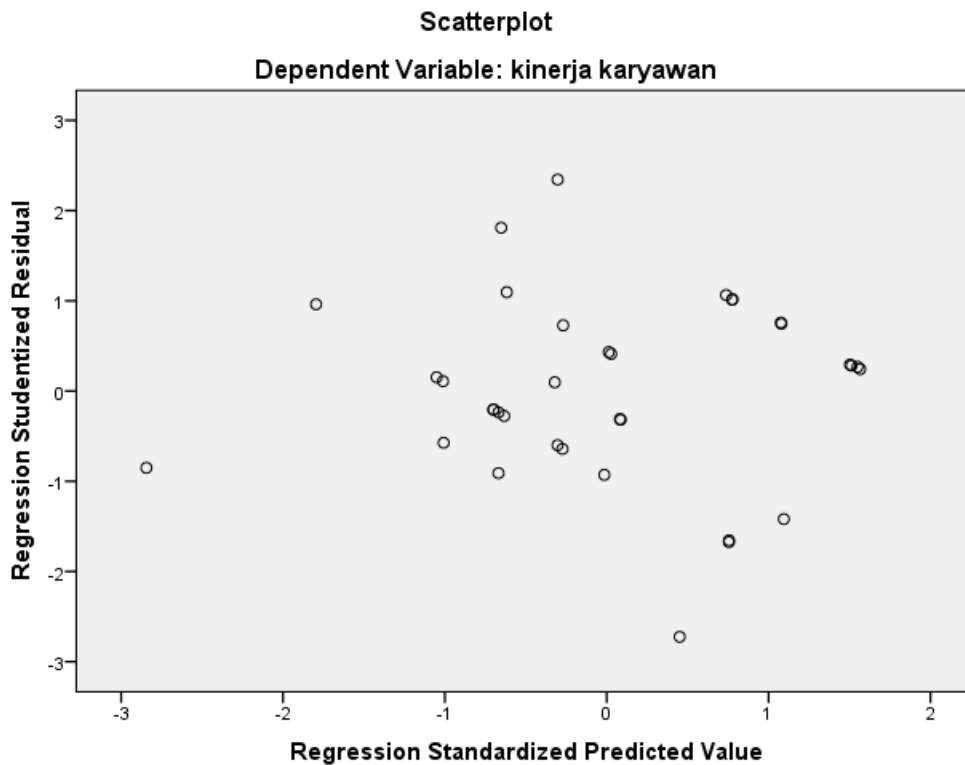


Figure 4 Heteroscedasticity Test Result

Heteroscedasticity is not present in the data in this research because, as the graphic above illustrates, the dots are dispersed below and above the number zero (0) on the Y axis and do not create a specific pattern.

Multiple Linear Regression Analysis

Table 4 Multiple Linear Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.713 ^a	.508	.460	1.533	1.590

According to the preceding data, the Summary Model's Durbin Watson value is 1.586. The Durbin Watson value of 1.586 falls between -2 and +2, indicating that there is no autocorrelation. Table 4 above allows the formulation of multiple linear regression equations as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$

$$Y = 3,683 + (-0,016) x_1 + 0,002x_2 + 0,540x_3 + e$$

The interpretation of the regression above is as follows:

1. The constant value (a) may be seen as a unidirectional impact between the independent and dependent variables because it has a positive value of 3.683. This indicates that the Employee Performance (Y) value is 3.683 if

all independent variables, such as Organizational Climate (X1), Organizational Commitment (X2), and Self-Efficacy (X3), have a value of 0% or remain unchanged.

2. Employee Performance (Y) will rise if Organizational Climate (X1) declines, and vice versa, according to the regression coefficient value of 0.016 for the Organizational Climate variable.
3. Employee Performance (Y) will fall if Organizational Commitment (X2) rises, and vice versa, according to the regression coefficient value of 0.002, which is positive for the Organizational Commitment variable.
4. Employee Performance (Y) will fall if Self-Efficacy (X3) rises, and vice versa, according to the regression coefficient value of 0.540 for the Self-Efficacy variable.

Simultaneous Test (Test F)

Table 5 Simultaneous Test Result (Test F)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	75.076	3	25.025	10.655	.000 ^b
Residual	72.809	31	2.349		
Total	147.886	34			

Together, the variables of organizational climate (X1), organizational commitment (X2), and self-efficacy (X3) have a significant impact on the performance of BPJS Ketenagakerjaan employees at the Juanda branch, according to the table above, which displays the F count value of 10.655 and the F table value of 0.2826 with a significant value of 0.10.

Partial Test (Test T)

Table 6 Partial Test Result (Test T)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.683	2.785		1.323	.196
iklim organisasi	-.016	.087	-.026	-.179	.859
komitmen organisasi	.002	.072	.004	.029	.977
efikasi diri	.540	.098	.717	5.507	.000

Based on the table above, it shows that;

1. The Ttable for organizational climate is 1.6995, and its Tcount value is -0.179. Given that Tcount

2. The Tcount for organizational commitment is 0.029, and the Ttable is 1.6995. Given that Tcount
3. Self-efficacy has a Ttable of 1.6995 and a Tcount value of 5.507. Employee performance at the Juanda branch of BPJS Ketenagakerjaan is significantly impacted by self-efficacy, as indicated by the value that t count > t table.

Coefficient of Determination (R²)

Table 7. Coefficient of Determination (R²)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^a	.508	.460	1.53254

According to the preceding data, the coefficient determination (R²) yielded a value of 50.8%, or 0.508. Employee performance at the Juanda branch of BPJS Ketenagakerjaan is impacted by organizational environment, organizational commitment, and self-efficacy to the extent of 50.8%. The remaining 40.2% is determined by additional factors not included in this study.

DISCUSSION

The Influence of Organizational Climate (X1), Organizational Commitment (X2) and Self-Efficacy (X3) Simultaneously on Employee Performance (Y)

It is evident from the results of the simultaneous test (F test) used to test the hypothesis that Fcount > Ftable, with a significance value of 0.000 and 10.655 > 0.2826. This may be demonstrated by examining the simultaneous test (F) requirements, which state that at a significance level of 5%, H_i is accepted and H₀ is denied if Fcount > Ftable. Thus, it can be said that employee performance (Y) is significantly impacted by the factors of organizational environment (X1), organizational commitment (X2), and self-efficacy (X3) all at the same time.

The Influence of Organizational Climate (X1) on Employee Performance (Y)

The organizational climate variable's impact on employee performance is known to be -0.016, according to the analysis's findings. This indicates that employee performance is not much impacted by organizational atmosphere. This is evident from the t-value of -0.179, which indicates that it is less than the t-table, which has a significant value of 0.1 and a value of 1.6955.

The Influence of Organizational Commitment (X2) on Employee Performance (Y)

It is known from the analysis's findings that the organizational commitment variable has a 0.002 impact on worker performance. This indicates that employee performance is not much impacted by organizational commitment. This is evident from the t-value of 0.029, which indicates that it is less than the t-table, which has a significant value of 0.1 and a value of 1.6955.

The Influence of Self-Efficacy (X3) on Employee Performance (Y)

The analysis's findings indicate that the self-efficacy variable's impact on worker performance is 0.540. This indicates that employee performance is not much impacted by organizational commitment. This is evident from the t-value of 5.507, which indicates that it is less than the t-table, which has a significant value of 0.1 and a value of 1.6955.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The following conclusions may be made in light of the findings of the study conducted on the effects of organizational climate, organizational commitment, and self-efficacy on the performance of BPJS Ketenagakerjaan employees at the Juanda Branch:

1. Employee performance at BPJS Ketenagakerjaan Juanda Branch is greatly influenced by organizational climate, organizational commitment, and self-efficacy simultaneously. Based on the test requirements, H_0 is accepted and H_1 is rejected because the results of the F test show that $F_{count} > F_{table}$, which is $10.655 > 0.2826$. Achievement of work results based on certain criteria obtained from the interaction between talent and pre-existing incentives is in line with the understanding of employee performance. Employee performance includes responsibility for work, which usually goes hand in hand with teamwork.
2. Employee performance at BPJS Ketenagakerjaan Juanda branch is not fully influenced by organizational climate. The significance value is higher than the predetermined significance value and the value that $t_{count} < t_{table}$, which is $-0.179 < 1.6995$, is in accordance with the results of the organizational climate t-test on employee performance. H_0 is accepted and H_1 is rejected, which is in line with the test value criteria. Causing a well-established and orderly organizational environment does not necessarily result in better employee performance.
3. Employee performance at BPJS Ketenagakerjaan Juanda branch is not affected by organizational commitment. The significance value is higher than the predetermined significance value and the t count value $< t_{table}$, which is $0.029 < 1.6995$, in accordance with the results of the organizational climate t-test on employee performance. H_0 is accepted and H_1 is rejected, which is in line with the test value criteria. Although employees have a strong sense of commitment to the organization, this does not necessarily have an impact on better employee performance.
4. Employee performance at BPJS Ketenagakerjaan Juanda Branch is greatly influenced by self-efficacy partially. This is also in accordance with the research that has been conducted and knows the final number of t count of $5.507 >$ than t table which is 1.6995. Employee performance will increase and there will be more trust in the services provided if workers can take action to achieve goals and overcome current challenges.

Recommendations

In addition, in order for the company to make improvements and increase indicators that still have low values, it is expected that the BPJS Ketenagakerjaan branch leaders, especially the Juanda Branch, will give more consideration and attention to employee performance, because based on the results of the study, organizational climate and organizational commitment do not have a significant effect on employee performance.

ADVANCED RESEARCH

This research is expected to contribute to the science in the field of human resources regarding the influence of organizational environment, organizational commitment, and self-efficacy on employee performance. So if there are future researchers who plan to conduct research with similar themes or objectives, it is expected to be more varied in exploring various factors that influence employee performance, not only limited to organizational climate, organizational commitment and self-efficacy.

ACKNOWLEDGMENT

After receiving the study's findings, the researcher would like to thank the branch office head and every employee of the Juanda BPJS Ketenagakerjaan Branch for volunteering their time to complete the questionnaire.

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