

THE INFLUENCE OF COMPENSATION, WORKING ENVIRONMENT AND ORGANIZATION CULTURE ON WORKING PRODUCTIVITY OF BPJS (WORKERS SOCIAL SECURITY AGENCY) EMPLOYMENT STAFF IN RAWAMANGUN BRANCH

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This study aims to acknowledge the influences of Cultural Organization (X1), Working Environment (X2) and Compensation (X3) on Work Productivity (Y) at BPJS *Ketenagakerjaan*, branch office Rawamangun. The population of this study are 42 employee at BPJS *Ketenagakerjaan* branch office Rawamangun. 38 samples of employee were gathered by using saturated sample while data were gathered using questionnaire distributed to the respondents. This study uses regression analysis operated by SPSS 21 program for windows. The results of t variable for cultural organization shows its significant influence toward work productivity. t count = 2.225, higher than t-table on $\alpha = 0.05$ (t-table = 2.030). working environment variable shows same significant influence toward work productivity with t-count = 5.131. compensation variable shows a significant negative influence of t-count -2.485 toward work productivity. Following the analysis and findings of this study, it is concluded that cultural organization, working environment, and compensation have significant role in influencing the work productivity of employee at BPJS *Ketenagakerjaan* branch office Rawamangun.

Keywords: Cultural Organization, Working Environment, Compensation, and Work Productivity

INTRODUCTION

Human resources within the company simply crucial to company's activity. The potential of every manpower should be empowered to the fullest, so as to provide maximum results. Company and employee share mutual benefit to each other. If the employee succeeds in bringing progress to the company, the benefit swings both ways. For employees, success is the actualization of self-potential as well as opportunities to meet the needs of their life. As for the company, successful resource is a mean of the growth and development of the company. Therefore, company holds great concern for productivity, many efforts are aimed to improve employee productivity, however, many employees still find issues impeding their productivity levels, especially in state-owned companies. Since the sense of security and comfort -there is barely little chance of the dismissal-, this results in poor performance by such employees to achieve the target set by the institution.

For the sake of achieving success, many companies take risk to transform their organization, an action done to achieve several goals: to improve the existing

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state, obeying government regulations, changes in technology and consumer trends. Basically every company, must be ready to conduct the transformation to be able to thrive. Survival of the fittest doesn't reserve on how big you are, but how fast you are to adapt.

In the transformation of the company, the role of human resource must be revitalized as well for they are the intellectual actor of the change. Poor culture and work ethic, non-adaptive and conservative to changes are no longer accepted.

In order to implement a suitable organizational culture, it requires the support and participation of all members within the scope of the organization. An employee constructs a thorough perception based on the organizational culture characteristics i.e., innovation, steadiness, awareness, result orientation, leader behavior, team orientation. The employee perceptions of the reality of their organizational culture become the basis for employees' traits.

A healthy, safe, and comfortable working environment is an ideal state for workers to engage in their work activities passionately. Working environment is everything that exists around employees at work place, whether physical or non-physical, direct or indirect, which can affect one and one's work while working. The working environment of a company is considered good if it can motivate employees to perform well and gives impact to a better performance.

If one contributes optimally, healthily, safely and comfortably, it means that one has blend in with a suitable atmosphere. The suitability of the working environment can be seen over a long period of time, furthermore poor working environments demand more labor and time and thus do not support the acquisition of an efficient and effective work system design.

Yet there are still many companies treat workers like tireless money machines. The company justifies that it is all about salary and the working environment is unattended.

Corporates that do not concern with working environment management are being ignorant and illogical, which in turn will make them do not grow as desired.

To be able to create a good pattern between all stake holder whereas employees think that the organization that they are affiliated with concerns and aware of their needs, the company must compensate accordingly.

From a company point of view, the provision of compensation or remuneration is a cost that must be incurred by the company to its employees. Therefore, the company must conduct a strategic assessment over generated work by each employee. This is done because the company decisively requires employee contributes on standard measure in line with the compensation.

Meanwhile, from the point of view of employees, compensation is regarded as a means to provide bread on their table because inevitably that the basic motivation for most people to work is to earn a living.

In line with the mandate of BPJS Law, on July 1, 2015, BPJS Employment officially operates fully after transforming from PT. Jamsostek (Persero). BPJS Employment becomes the organizing institution of a number of social security regarding labor rights including: work accident insurance, pension plan, and life insurance.

BPJS Employment which is now a public institution and directly under the presidential desk, is responsible for conducting social security service by prioritizing public interest, law enforcement, equal rights, professionalism, participatory, non-discriminatory, transparent, accountable, easy access, effective, efficient, and affordability.

And, the transformation demands the resources at BPJS Employment to implement the vision of the company to become world-class institution, trusted, friendly, and excel in operation and service.

The demand of transformation certainly subjected to BPJS Employment, in addition to providing excellent service, this public business entity is expected to expand member coverage into the company. That responsibility would require BPJS Employment to improve the quality and quantity of its human resources.

BPJS Employment has a rooted cultural value and work ethics which so called IPTIK (Faith, Professional, Example, Integrity, and Cooperation) and Topas (Teamwork, Open mind, Passion, Action, and Sense) that has been implemented last year, at every morning briefing, the cultural value and work ethic is chanted together with the aim that each value is embedded in the activities of its employee. Certainly it's not an easy task to implement it, because old bad habits are hard to lose and difficult to accept changes in the value in order to implement the transformation plan of the company.

Chamdilah Chosasih as the Executive Manager of Performance and Corporate Culture of BPJS Employment which the researcher met at the head office of BPJS Employment stated "Culture is a trait that becomes a habit that has minimal impact to himself and his work unit and in larger sense will result in performance, our company already has IPTIK and TOPAS as organizational cultures, the problem is whether our employees are already running these values, because to internalize our cultural values takes great effort. Two or three years before the era of cultural transformation we were almost the same as "typical" civil servants who are lack of discipline, coming late, leave home early, or coming to work but did not contribute to the company. "

In the era of transformation BPJS Employment, working environment is one of the objects that experiences significant change. The shifted brand image from PT. Jamsostek Persero into BPJS Employment allows the company to revolve globally in the working environment, ranging from corporate logo, corporate color, uniform, blue print design and layout of the building, facilities, information systems, etc.

The emerging of standardization makes all the offices had to re-assemble its employee working space. This has an impact on the productivity which was disrupted during the process of restoration. Even after completion sometimes they felt uncomfortable since they already attached with the previous situation.

Compensation at BPJS Employment is unarguably good enough. Take home pay is high enough, incentives, etc. But does it all affects the achievement on expected goals and productivity? The current phenomenon which is faced today is that compensation doesn't serve as a reference to measure productivity level, sometimes large compensation ends with slack productivity.

The data which were obtained regarding employee productivity from branch offices of BPJS Employment in 2015 described that they have not been able to achieve targeted goals from the head office. Each branch has a various target. Rawamangun branch office was where the researcher conducted the study, it was revealed that from the target criteria there were only two targets achieved namely Effectiveness and Efficiency Rate (112.24%), and Excellent Service Index (105.56%) while the amount of revenue contribution (75.56%), Customer Satisfaction (96.38%), and New Labor Index (99.60%) have not reached the targeted figure. From the data, it can be described that the working productivity of employees currently has not yet met the target of the branch office.

Based on the above description, the researcher is interested to conduct a research on "The Influence of Organizational Culture, Working Environment, and Compensation on Working Productivity of BPJS Employment Staffs at Rawamangun Branch."

LITERATURE REVIEW

Working Productivity

Every company always tries to make its employees contribute excellently in the sense of allowing maximum productivity. Employee's performance is crucial to a company to measure the success in running the company. The higher employee productivity, the higher the company's profit is and productivity will increase. Basically, productivity is a measure in the extent to which activity is able to achieve the quantity and quality that has been set (Sule & Saefullah, 2005: 369). Anoraga (2014: 52) states that the productivity of work is to produce more and better quality with the same effort.

The International Labor Organization (ILO) cited by Hasibuan (2005: 127) reveals that modestly the purpose of productivity is the scale between the amount produced and the amount source used during production. The sources can be land, raw materials and additive materials, factories, machinery and tools, and labor.

The concept of productivity basically can be viewed from two dimensions: individual and organizational. Assessment of productivity issues from the individual

sense is nothing but to view productivity especially in relation to individual traits. In this context, the essence of understanding productivity is a mental model that always views quality of life today must be better than ever, and tomorrow holds better quality than today (Kusnendi, 2003: 84).

Muchdarsyah Sinungan (2005: 64) also give hints at two conditions for high individual productivity. The first group is the level of education and skills, types of technology and production, working conditions, health, physical and mental capabilities. The second group is mental attitude (on duty), peers and supervisors, various tasks, incentive system (wage and bonus system), and job satisfaction

Meanwhile, in terms of organizational dimensions, the concept of productivity as a whole is another dimension of the effort to achieve the quality and quantity of an activity regarding with the economics science. Hence, always oriented on how to think and act to utilize the input to get the optimum output. Thus the concept of productivity in this view is always placed on the framework of technical relations between inputs and outputs (Kusnendi, 2003: 84).

Organizational culture

In daily life, society is inseparable from the embedded cultural bond. Cultural bonds are created by the people, whether in family, organization, business or nation. Culture is the result of human works produced and has been used as part of the daily norms (Fahmi, 2012: 94). Culture differentiates society from one another in the way of dealing within the issues. Culture binds members of community groups into a unified view that creates uniformity of behaving or acting. Along with the passage of time, culture will be formed within the organization and beneficial in contributing to the effectiveness of the organization as a whole. The followings are understanding of organizational culture according to experts:

Organizational culture in nature is the values and norms adopted and practiced by organizations related to the environment in which the organization carries on its activities (Sule & Saefullah, 2005: 71). According to Wood, Wallace, Zeffane, Schermerhorn, Hunt, Osborn (2001: 391) "Organizational culture is a system of trust and value developed by organizations in which it guides the behavior of members of the organization."

According to Tosi, Rizzo, Carroll in Munandar (2001: 263) organizational culture is ways of thinking, feeling and reacting based on certain patterns that exist within the organization or that exist in sub-organization.

According to Soedjono (2005: 23), organizational culture is a system of beliefs and values that develops within an organization and directs the behavior of its members. Organizational culture can be an essential instrument of major competitive advantage because organizational culture supports organizational strategy and can answer or resolve challenges quickly and appropriately. Wibowo (2010: 19) states that the organizational culture is the basic philosophy of the organization that

contains the beliefs, norms, and shared values that becomes core characteristics of how to conduct in the organization. Bliss in Koesmono (2005: 9), said that within the culture there is an agreement that refers to a system of shared meaning, embraced by members of the organization in distinguishing one organization to another.

Taylor gives distinct opinion about culture in Sobirin (2007: 52), Culture or civilization is an overall complexity consisting of beliefs, art, morals, laws, local wisdom, customs and various capabilities and habits which a human being acquires as part of a community.

Whilst, according to Schein (2009: 27) organizational culture is a pattern of shared assumptions learned by a group of people in solving the problem through external adaptation and internal integration, which considered to be the truth, therefore they are to be descent to new members as the righteous way to consider, think and feel with the existed issues.

“Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done.” (Armstrong, 2012: 122).

Working environment

Working environment within a company is inevitably holds great matter to management. Although the working environment does not carry out the production process, but the working environment influence the employees who directly carry out the production process.

A working environment that centralized on employees' performance improvement will hold greater chance to succeed. Conversely, inadequate working environment will degrade employee's performance and ultimately lowering employee motivation. A good working environment is noticed from how the people able to perform activities optimally, healthily, safely and comfortably. Working environment conformance can be seen after a long period of time. Furthermore, unfavorable working environments may demand more labor and longer time of production and do not support the efficiency of working systems.

“The organizational environment is everything outside an organization and includes all elements—people, other organizations, economic factors, objects, and events—that lie outside the boundaries of the organization.” (Griffin & Moorhead, 2013: 466)

According to Nitisemito (2000: 183), defines the working environment as everything that surrounds the workers who can influence them in carrying out the tasks.

Nawawi (2003: 441), Work environment is the condition or atmosphere of the workplace in an organization or company.

According to Mangkunegara (2005: 17), the work environment discussed includes a clear job description, challenging working targets, effective communication patterns, working climate and working facilities which are adequate. According to Sedarmayati (2007: 31), the physical working environment is all physical circumstances that exist around the workplace that can affect employees directly or indirectly. While the non-physical working environment is all the circumstances that occur related to the work, both relationships with superior staffs or among colleagues, or relationships with subordinates.

The issue related with relationships within an organization member is very important, in this case it is urgent to organize arrangements and structuring of the work environment factors in managing organizational activities. In accordance with Ministry of Health Decree No. 261 / MENKES / SK / II / 1998 About: Requirements of Healthy Working Environment that it requires all working environment covers all the rooms, yard and surrounding area that are part or related with the workplace and its activities. The healthy working environment requirements in this decree apply to both individual and alliance offices.

Compensation

According to Dessler (2007: 46) employee compensation is all forms of payment or rewards given to employees and resulted from their work. Compensation is everything that an employee receives as a reward provided by the organization in exchange for the contribution given (Hanggraeni, 2012: 139).

There are basically couple of ways to make financial payments to employees, namely direct payments and indirect payments. Direct payments are payments in the form of wages, salaries, incentives, commissions and bonuses. While the indirect payment is the payment in the form of financial benefits such as insurance. *“Compensation consists of three main components. Direct compensation encompasses employee wages and salaries, incentives, bonuses, and commissions. Indirect compensation comprises the many benefits supplied by employers, and nonfinancial compensation includes employee recognition programs, rewarding jobs, organizational support, work environment, and flexible work hours to accommodate personal needs.”* (Snell&Bohlander, 2011: 394).

According to Simamora (2004: 441) compensation includes financial rewards and compliments as well as benefits received by employees as part of the employment relationship. Compensation is what employees receive in exchange for their contribution to the organization. Compensatory term is often used interchangeably with the administration of salaries and wages; however, the term compensation is in fact a much broader concept. When properly managed, compensation helps the organization achieve its goals and acquire, preserve, and maintain a productive manpower.

According Hasibuan (2008: 118) Compensation is all income in the form of money or goods directly or indirectly received by employees in return for services that have been given to the company.

Meanwhile, according to Mondy (2008: 4) compensation is the total of all benefits received by employees in return of services they have provided. This is in line with what was stated by Panggabean in Edy Sutrisno (2009: 181) that compensation is any form of appreciation given to employees in return for the contribution they give to the organization.

Research Hypothesis

The hypothesis which will be tested on this assessment related to the influence of the independent variable (X) on the dependent (Y). The null hypothesis (Ho) states that there is no influence between independent variable and the dependent variable. While the alternative hypothesis (Ha) is a counter hypothesis which is proposed by the researcher where there is a significant influence between the variables tested.

Based on this then the hypotheses are arranged as follow:

H1: There is a positive influence between organizational culture and working productivity.

H2: There is a positive influence between working environment and working productivity.

H3: There is a positive influence between compensation and working productivity.

H4: There is a positive influence between the influence of organizational culture, working environment, and compensation collectively on working productivity.

RESEARCH METHODS

The research method used in this research is descriptive research and the design was quantitative research. The purpose of descriptive research is to test the hypothesis or questions relating to the subject studied. This type of research is generally related to opinion (individual, group or organizational), event or procedure. In this research sampling technique used is pseudo sampling -a technique of determining the sample with all members of the population are used as a sample. This is done because the population is relatively small or little, i.e., 38 people, and the researcher wishes to make generalizations with a relatively small error.

RESULT AND DISCUSSION

Initiated by conducting the validity test, it exposed the score of the item with a total score, significance level was 5% with r table value was 0.811, then $r_{count} > r_{table}$. It could be concluded that each question item was valid. Based on the

output analysis that has been done on 38 respondents, it was evident that the value of Cronbach's Alpha on organizational culture variable (X1), working environment variable (X2), and compensation variable (X3), while working productivity variable (Y) > 0.05 means that the results of the instrument on 38 respondents proven to be reliable, so that the items of organizational culture, working environment, compensation and working productivity are also evident to be reliable.

The results of regression coefficient of determination can be viewed in table 1 below:

TABLE 1: MODEL SUMMARY

Model Summary^b				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.651 ^a	.424	.373	3.156

a) Predictors: (Constant), Compensation, Organizational Culture, Working Environment

b) Dependent Variable: Working Productivity

Based on table 1 above the value of Adjusted R Square was 0.424 which means that the variable quality of service and marketing mix able to explain student's satisfaction was 42.4%.

Hypothesis Validation

The output result of determination coefficient can be seen in table 2 below:

TABLE 2: ANOVAANOVA^A

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	328.905	3	109.635	14.397	.000 ^b
	Residual	258.911	34	7.615		
	Total	587.816	37			

a) Dependent Variable: Working Productivity

b) Predictors: (Constant), Compensation, Working Environment, Organizational Culture

Based on table 2, It can be evaluated that at the level confidence of 95% ($\alpha = 0.05$) the value of F count was 14.397 with a significance level of 0.000 because the value of F count > F table then H₀ was rejected and H_a was accepted. This showed that the variables of organizational culture, working environment, and compensation indicated significant effect on working productivity.

The partial effect is shown by the regression coefficient in the multiple linear regression equation in table 3 below:

TABLE 3: COEFFICIENTS

<i>Model</i>		<i>Coefficients^a</i>				
		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>			
1	(Constant)	19.551	5.987		3.266	.002
	Organizational Culture	.231	.104	.259	2.225	.033
	Working Environment	.478	.093	.587	5.131	.000
	Compensation	-.165	.067	-.288	-2.485	.018

a) Dependent Variable: Working Productivity

The results of coefficient output from double linear regression from hypothesis validation test partially, the significance t test in the table above revealed that the t-count value of organizational culture variable (X1) was 2.225. While the table statistics (t table) was 2.030. So it can be concluded that the variable of organizational culture partially indicated a positive and relatively significant effect partially on working productivity. The t-count value of Working environment (X2) was 5.131. While the table statistics (t table) was 2.030. So it can be concluded that the variable of working environment partially have a positive and relatively significant effect on working productivity. The t-count value of Compensation (X3) was equal to -2.485. While the statistics table (t table) was 2.030 or -2.030. The t value for compensation was smaller than -2.030 (t table) So it can be concluded that compensation partially influenced and affect significantly on working productivity.

Research Result

Hypothesis Test Results

a. The t test Result

From the hypothesis test table, conclusions on each variable were described as the following:

TABLE 4: THE T TEST RESULT OF ORGANIZATIONAL CULTURE ON WORKING PRODUCTIVITY

<i>Variable</i>	<i>T count</i>	<i>>or<</i>	<i>Ttable</i>	<i>Sig. Level</i>	<i>Description</i>
Organizational culture on working productivity	2.225	>	2.030	0.05	Organizational culture affected significantly on working productivity

Source: primary data, formulated (2016)

From the partial hypothesis test results, t test significance seen in the above table showed that the t-count value of organizational culture (X1) was 2.225. While the table statistics (t table) was 2.030. So it can be concluded that the independent variables of organizational culture partially showed positively and relatively significant effect on working productivity.

Based on the output of t test result, it was known that the probability value of organizational culture was 0.033 smaller than 0.05. So it can be said that the organizational culture partially affected working productivity.

TABLE 5: T TEST SCORE OF WORKING ENVIRONMENT ON WORKING PRODUCTIVITY

<i>Variable</i>	<i>T count</i>	<i>>Or<</i>	<i>T table</i>	<i>Sig.Level</i>	<i>Description</i>
Working environment on working productivity	5.131	>	2.030	0.05	Working environment affected working productivity

From the hypothesis test results partially of t test significance in the table above, it was acknowledged that the the t-count value of working environment variable (X2) was 5.131. While the table statistics (t table) was 2.030. So it can be drawn to a conclusion that the independent variable, working environment, positively and relatively showed significant influence on work productivity.

Based on the output of t test, it was identified that the probability value of working environment was 0.000 it was smaller than 0.05. Then it can be said that the working environment partially affected working productivity.

TABLE 6: T TEST RESULT OF COMPENSATION ON WORKING PRODUCTIVITY

<i>Variable</i>	<i>T count</i>	<i>>Or<</i>	<i>T table</i>	<i>Sig.Level</i>	<i>Desc.</i>
Compensation towards working environment	-2.485	<	-2.030	0.05	Compensation affected working productivity

Source: primary data, formulated (2016)

From the hypothesis test results partially that test significance in the table above, it was acknowledged that the t-count value of compensation (X3) was -2.485. While the table statistics (t table) was 2.030 or -2.030. So it can be drawn to a conclusion that compensation positively and relatively showed significant influence on working productivity.

Based on the output of t test, it was identified that the probability value of compensation was 0.018 smaller than 0.05. Then it can be said that the compensation partially affected working productivity.

TABLE 7: F TEST VARIABLE OF ORGANIZATIONAL CULTURE, WORKING ENVIRONMENT, AND COMPENSATION ON WORKING PRODUCTIVITY

<i>Variable</i>	<i>F count</i>	<i>>Or <</i>	<i>F Table</i>	<i>Sig.Level</i>	<i>Desc.</i>
Organizational culture, working environment, and compensation on working productivity	14.397	>	4.12	0.05	Organizational culture, working environment, and compensation affected working productivity kerja

Source: primary data, formulated (2016)

From the hypothesis test simultaneously of f-test significance, it was revealed that in table that organizational culture (X1), working environment (X2), and compensation (X3) the f-count value was 14.397. While the table statistics (f table) was 4.12. So it can be drawn to a conclusion that organizational culture, working environment, and compensation simultaneously positively and relatively showed significant influence on working productivity.

Based on the output of f test, it was identified that the probability value of organizational culture, working environment, and the compensation were 0.000 less than 0.05. Then it can be said that organizational culture, working environment, and compensation simultaneously affected working productivity.

Regression Analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables (x_1, x_2, \dots, x_n) with the dependent variable (Y). This analysis is conducted to find out the direction of the relationship between independent and dependent variable, whether each variable is positively or negatively correlated and to predict the value of dependent variable if the independent value increases or decreases.

The equation of linear regression is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Description :

Y = Dependent variable (predicted value)

X1 X2 and X3 = Independent variable

a = Constant (Y value if X1, X2X = 0)

b = regression coefficient (increase or decrease value)

TABLE 8: LINEAR REGRESSION COEFFICIENT

<i>Model</i>	<i>Unstandardized coefficients</i>		<i>Standardized coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1. (Constant)	19.551	5.987		3.266	.002
Organizational culture	.231	.104	.259	2.225	.033
Working environment	.478	.093	.587	5.131	.000
Compensation	-.165	.067	-.288	-2.485	.018

Source: primary data, formulated (2016)

Berdasarkan hasil analisis regresi diatas diperoleh hasil bahwa:

Based on the results of the above regression analysis, results indicated that:

If the organizational culture increases with the assumption that the working environment and compensation variables constant, then working productivity will also increase; If the working environment variables increase with the assumption that the organizational culture and compensation variables are constant, then the productivity variables will also increase; While the compensation variable describes the condition that if the compensation variable decreases with the assumption of organizational culture variable and working environment constant, then the working productivity will increase. On the contrary, if the compensation increases with assumption of organizational culture variable and work environment constant, then work productivity variable will decrease.

The constant value in this linear regression equation was 19,551 meaning if organizational culture, working environment, and compensation contained minimum value (for example 1), then working productivity was assumed as 19,551. While the organizational culture coefficient was 0.231 means that if the organizational culture rises by 1%, then the working productivity will rise by 0.231. It goes for the working environment coefficient of 0.478 means that if the working environment increases by 1%, then the engagement will rise by 0.478. While the coefficient of compensation is -0.165. meaning if compensation decreased by 1% then engagement rose by 0.165 or if compensation increased by 1% then working productivity decreased by 0.165.

Coefficient of Determination (R²)

The coefficient of determination was denoted by R² it is the proportion of the relationship between Y and X. The determination coefficient is between 0 (zero) and 1 (one). This coefficient shows how big the contribution of independent variable to dependent variable.

TABLE 9: DETERMINATION COEFFICIENT SUMMARY MODEL.

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimale</i>
1	.651	.424	.373	3.156

Source: primary data, formulated (2016)

a) Predictors: (Constant), Compensation, Organizational Culture, Working Environment

b) Dependent Variable: Working Productivity

The value of R-Square was 0.424. It means that working productivity can be explained by organizational culture, working environment, and compensation as much as 42.4%, the rest was affected by other factors not included in the model.

Based on the coefficient of determination regression test, there are many other factors that can affect productivity, such as job satisfaction, motivational leadership style, work discipline, morale and so forth. These other factors have an impact on employee performance this is based on the results of penliti peninitasian of them:

- 1) Job Satisfaction and Leadership Style psoitif and significant influence on Employee Productivity either partially or simultaneously at PT. General Insurance Bumiputera Muda 1967 (Maida, M, T; Riyanto, R; & Ali, Hapzi: 2017);
- 2) Motivation and Job Satisfaction have a positive and significant effect on teacher performance either partially or simultaneously or in this context bias also to employee performance in general in company and other organization. The higher motivation and job satisfaction of employees will have a positive impact on performance (Riyanto, S; Adonia; & Ali, Hapzi: 2017);
- 3) Job Motivation and Job Satisfaction have positive and significant impact on Organizational Commitment and impact on Employee Performance / Employee, (Masydzulhak; Ali, Hapzi; & Leni: 2016); and
- 4) Work Discipline and Morale have a positive and significant influence on Padang Dua Primary Employee Office Employee Performance, either partially or simultaneously, (Agussalim; Ali, Hapzi; et.al: 2016)

CONCLUSION AND RECOMENDATION

Conclusion

Based on the things elaborated in the previous chapters, the researcher would present the following conclusion:

1. Organizational culture was evident to show a significant effect on working productivity of BPJS Employment staff at Rawamangun branch.
2. Working environment was evident to show a significant effect on working productivity of BPJS Employment staff at Rawamangun branch.

3. Compensation was evident to show a significant effect on working productivity BPJS Employment staff at Rawamangun branch.
4. Organizational culture, working environment and compensation was evident to show a significant effect on working productivity of BPJS Employment staff at Rawamangun branch.

Recomendation

Based on the results of the study, the researcher would like to provide the following suggestions that might be useful and serve as input:

1. Organization culture at BPJS Employment Rawamangun branch should be improved. For that reason, it is necessary for management to reevaluate which organizational culture which in accordance with the pattern and work load in order to achieve the company goals and and gain better working productivity.
2. Working environment at BPJS Employment Rawamangun branch should be improved and in terms of physical and psychological, and improving the working environment by addressing employee complaints. Because a good working environment brings comfort to work so as to increase employee productivity.
3. Compensation at BPJS Employment Rawamangun branch is sufficient and must be preserved to promote working productivity for the better.
4. For university, the researcher hopes this research can be additional reference in enriching the discourse especially related to organizational culture, working environment and compensation.

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