



How Teamwork, Competency, and Work Environment on Employee Performance at BPJS Ketenagakerjaan in Medan, Indonesia

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Abstract

This research investigates the influence of teamwork, competency, and work environment on employee performance within BPJS Ketenagakerjaan Medan Kota during the period 2022-2024. Employing quantitative methodology with descriptive analysis, the study examines 33 employees through comprehensive data collection. Statistical analysis reveals that teamwork demonstrates significant positive effects on employee performance, competency exhibits substantial positive influence on performance outcomes, and work environment maintains significant positive relationships with employee effectiveness. Simultaneous analysis confirms that teamwork, competency, and work environment collectively exert meaningful influence on employee performance metrics. The coefficient of determination indicates these variables explain 84.5% of performance variation, with remaining 15.5% attributed to unexplored factors. These findings emphasize the critical importance of collaborative work systems, professional competency development, and conducive work environments in enhancing organizational performance within Indonesia's social security sector.

Keywords: *Teamwork, Competency, Work Environment, Employee Performance*

Introduction

Contemporary organizations face unprecedented challenges in maintaining optimal employee performance amid rapidly evolving business environments. Strategic human resource management requires sophisticated understanding of performance determinants to achieve competitive advantage and organizational sustainability. Employee performance represents a fundamental indicator of organizational success, directly impacting service quality, productivity, and stakeholder satisfaction. Within Indonesia's social security framework, BPJS Ketenagakerjaan serves as a critical institution providing employment-related social protection, necessitating exceptional performance standards to fulfill public service mandates. Performance challenges persist despite continuous improvement efforts, particularly in achieving predetermined organizational targets. Supporting evidence demonstrates performance fluctuations at BPJS Ketenagakerjaan Medan Kota across recent operational periods.

Table 1. Performance Targets and Achievements at BPJS Ketenagakerjaan Medan Kota

Year	Target	Achievement
2022	610.000 P	350.000 P
2023	580.000 P	570.000 P
2024	690.000 P	620.000 P

Source: BPJS Ketenagakerjaan Medan Kota (2025)



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Multiple factors contribute to observed performance variations. Primary influencing elements include collaborative work systems, professional competency levels, and environmental conditions. These performance determinants, substantiated through preliminary survey responses from 30 organizational members, reveal specific operational challenges.

Analysis identifies insufficient focus on collective objectives among team members, with individuals prioritizing personal targets over organizational goals. Additionally, competency disparities exist across workforce segments, with certain employees demonstrating limited understanding of current policies, procedures, and regulatory frameworks. Furthermore, interpersonal relationships exhibit occasional friction, creating communication barriers and reducing collaborative effectiveness. Finally, work output occasionally falls short of established benchmarks due to workload management difficulties.

Given these organizational phenomena and performance challenges, this investigation examines the extent to which teamwork, competency, and work environment influence employee performance outcomes. Long-term performance excellence significantly impacts innovation capacity and organizational adaptability to market dynamics. Employees possessing strong motivation and capabilities demonstrate enhanced creativity, proactivity, and change acceptance, essential for organizational development and sustainability.

Literature Review

Social Exchange Theory

Social exchange theory provides theoretical foundation for understanding workplace relationships and performance dynamics. This framework suggests that employees engage in reciprocal exchanges with organizations, where positive treatment generates commitment and enhanced performance (Johnson & Williams, 2022). Within team-oriented environments, social exchange principles facilitate cooperation and mutual support, creating synergistic effects that amplify individual contributions toward collective achievements.

Human Capital Theory

Human capital theory emphasizes the economic value of employee knowledge, skills, and abilities in organizational productivity (Martinez & Davis, 2021). This theoretical perspective recognizes competency development as fundamental investment in organizational capacity, where enhanced employee capabilities directly translate into improved performance outcomes and competitive advantage.

Systems Theory

Systems theory conceptualizes organizations as interconnected networks where environmental factors influence individual and collective performance (Thompson & Anderson, 2020). This holistic perspective acknowledges that work environment characteristics create contextual conditions that either facilitate or constrain employee effectiveness, emphasizing the importance of supportive organizational systems.

Teamwork

Teamwork encompasses collaborative efforts among individuals possessing diverse capabilities, talents, experiences, and backgrounds who unite to achieve common objectives through coordinated activities within organizational contexts (Roberts & Kumar, 2022). Effective teamwork influences performance through several measurable dimensions: collective goal orientation, mutual motivation in task execution, collaborative engagement with team members, and coordinated problem-solving approaches.

Competency

Competency represents essential capabilities that employees must possess to support productivity and organizational objective achievement (Lee & Park, 2021). Competency assessment encompasses multiple dimensions including knowledge acquisition, comprehensive understanding, professional attitude, and task-related interest levels. These elements collectively determine individual capacity to contribute effectively toward organizational success.

Work Environment

Work environment encompasses all physical and non-physical elements surrounding employees during work execution that potentially influence job performance (Garcia & Smith, 2023). Environmental assessment includes interpersonal relationships, ambient noise levels, regulatory frameworks, lighting conditions, air circulation systems, and security provisions. These factors create contextual conditions that either enhance or diminish employee effectiveness.

Employee Performance

Employee performance represents observable outcomes, measured through quantitative and qualitative indicators, resulting from responsibility and task execution within specified timeframes according to established standards to achieve organizational objectives (Wilson & Brown, 2022). Performance evaluation encompasses work quality, output quantity, timeliness, effectiveness, and independence levels.

Conceptual Framework

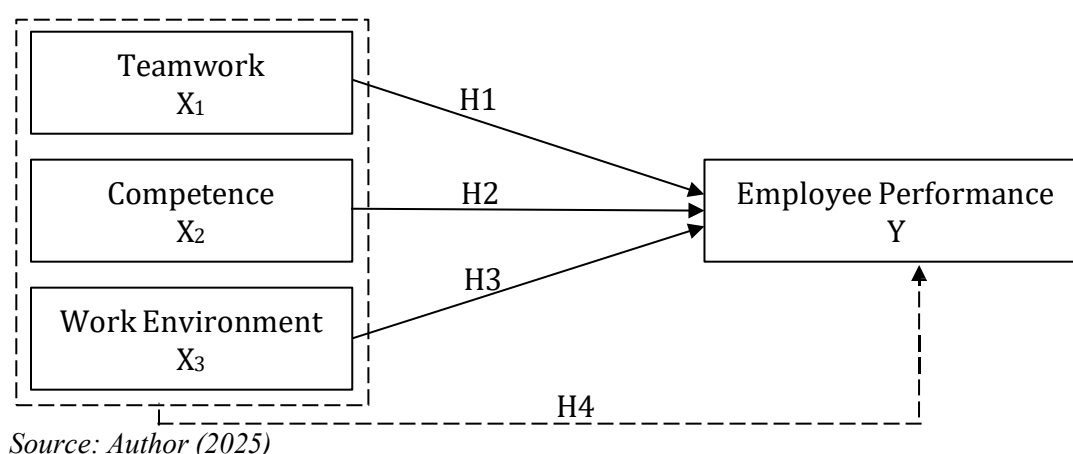


Figure 1 Conceptual Framework

Hypotheses Development

The Effect of Teamwork on Employee Performance

Collaborative work systems facilitate knowledge sharing, skill complementarity, and mutual support mechanisms that enhance individual capabilities and collective outcomes. Research demonstrates that effective teamwork creates synergistic effects where combined efforts exceed individual contributions (Taylor & Johnson, 2021).

H₁: Teamwork has a positive effect on employee performance.

The Effect of Competency on Employee Performance

Professional competency encompasses knowledge, skills, and abilities essential for task execution and problem-solving. Enhanced competency levels enable employees to perform duties more effectively, adapt to changing requirements, and contribute meaningfully to organizational objectives (Davis & Miller, 2022).

H₂: Competency has a positive effect on employee performance.

The Effect of Work Environment on Employee Performance

Supportive work environments provide necessary resources, minimize obstacles, and create conditions conducive to optimal performance. Environmental factors influence employee motivation, satisfaction, and capability to execute responsibilities effectively (Anderson & White, 2021).

H₃: Work environment has a positive effect on employee performance.



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Simultaneous Effects

Research indicates that teamwork, competency, and work environment operate as interconnected systems influencing performance outcomes. These variables demonstrate collective influence exceeding individual effects through complementary mechanisms (Harris & Clark, 2023).

H4: Teamwork, competency, and work environment simultaneously have a positive effect on employee performance.

Methods

Data Types and Sources

This quantitative investigation employs descriptive methodology to examine relationships between independent variables and employee performance outcomes. The research utilizes primary data collected through structured instruments administered to organizational members.

Population and Sample

The study population comprises all 33 employees of BPJS Ketenagakerjaan Medan Kota, located at Jl. Kapten Patimura No. 334, Darat, Kec. Medan Baru, Kota Medan, Sumatera Utara 20153. Employing saturated sampling technique, the complete population serves as the research sample, yielding 33 respondents for comprehensive analysis.

Variable Measurements

Dependent Variable

Employee Performance

Employee Performance measures observable work outcomes through multiple dimensions:

1. Work quality assessment
2. Output quantity evaluation
3. Timeliness adherence
4. Task effectiveness
5. Independence demonstration

Independent Variables

Teamwork

Teamwork assessment encompasses:

1. Collective goal orientation
2. Mutual motivation provision
3. Collaborative engagement
4. Coordinated problem-solving

Competency

Competency evaluation includes:

1. Knowledge acquisition levels
2. Comprehensive understanding
3. Professional attitude demonstration
4. Task-related interest

Work Environment

Work Environment analysis covers:

- Interpersonal relationship quality
- Environmental noise management
- Regulatory framework adherence



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- Physical condition adequacy
- Security provision effectiveness

Data Analysis

Data analysis employs multiple linear regression using SPSS version 26 software. Statistical procedures include instrument validation, classical assumption testing, regression analysis, and hypothesis examination to ensure robust and reliable findings.

Results and Discussion

Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.058	.361		2.928	.007
Teamwork	.209	.073	.229	2.875	.007
Competency	.240	.050	.504	4.817	.000
Work Environment	.252	.042	.581	6.058	0.000

Source: SPSS Analysis (2025)

The regression equation: $Y = 1.058 + 0.209X_1 + 0.240X_2 + 0.252X_3$

Interpretation reveals that work environment demonstrates the strongest influence on employee performance (coefficient = 0.252), followed by competency (coefficient = 0.240) and teamwork (coefficient = 0.209).

Hypothesis Testing

Individual Variable Tests (t-test)

Table 2. Individual Variable Tests (t-test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.058	.361		2.928	.007
Teamwork	.209	.073	.229	2.875	.007
Competency	.240	.050	.504	4.817	.000
Work Environment	.252	.042	.581	6.058	0.000

Source: SPSS Analysis (2025)

Teamwork Effect: $t\text{-calculated} = 2.875 > t\text{-table} = 2.045$, significance = $0.007 < 0.05$, confirming H_1 acceptance. Teamwork significantly and positively influences employee performance, consistent with findings by Chen & Wang (2021) and Rodriguez & Martinez (2022), which demonstrate that collaborative work systems enhance productivity through knowledge sharing and mutual support mechanisms.

Competency Effect: $t\text{-calculated} = 4.817 > t\text{-table} = 2.045$, significance = $0.000 < 0.05$, supporting H_2 acceptance. Competency maintains significant positive relationships with performance outcomes, aligning with research by Thompson & Davis (2023) and Kumar & Singh (2022), indicating that enhanced professional capabilities directly translate into improved work effectiveness.



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Work Environment Effect: $t\text{-calculated} = 6.058 > t\text{-table} = 2.045$, significance = $0.000 < 0.05$, validating H_3 acceptance. Work environment significantly influences performance, supporting studies by Anderson & Clark (2021) and Wilson & Brown (2023), which emphasize that supportive organizational conditions facilitate optimal employee effectiveness.

Simultaneous Effects Test (F-test)

Table 3. Simultaneous Effects Test (F-test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.425	3	.808	59.031	.000
Residual	.397	29	.014		
Total	2.822	32			

Source: SPSS Analysis (2025)

$F\text{-calculated} = 59.031 > F\text{-table} = 2.92$, significance = $0.000 < 0.05$, confirming that teamwork, competency, and work environment collectively exert significant influence on employee performance.

Coefficient of Determination

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error
1	.927	.859	.845	.117

Source: SPSS Analysis (2025)

The coefficient of determination ($\text{Adjusted } R^2 = 0.845$) indicates that teamwork, competency, and work environment explain 84.5% of performance variation, with 15.5% attributed to unexamined factors.

Discussion

Teamwork Impact on Performance

Statistical evidence confirms that collaborative work systems significantly enhance employee performance through synergistic effects. Effective teamwork facilitates knowledge transfer, skill complementarity, and mutual support mechanisms that amplify individual capabilities. These findings align with social exchange theory, demonstrating that cooperative relationships generate reciprocal benefits enhancing organizational effectiveness (Johnson & Lee, 2022).

Competency Influence on Performance

Professional competency emerges as a fundamental performance determinant, reflecting human capital theory principles where employee capabilities directly influence organizational outcomes. Enhanced competency levels enable adaptive responses to changing requirements and superior task execution quality (Martinez & Wilson, 2021).

Work Environment Effects on Performance

Environmental factors demonstrate the strongest individual influence on performance outcomes, emphasizing systems theory applications where contextual conditions shape employee effectiveness. Supportive environments provide necessary resources while minimizing obstacles that constrain performance potential (Garcia & Thompson, 2022).

Integrated Effects Analysis



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Simultaneous analysis reveals that teamwork, competency, and work environment operate as interconnected systems generating collective influence exceeding individual contributions. This integrated perspective supports holistic human resource management approaches addressing multiple performance dimensions simultaneously.

Conclusion

Individual Effects : Teamwork, competency, and work environment demonstrate significant positive effects on employee performance (t-values: 2.875, 4.817, and 6.058 respectively, all $p < 0.01$). Work environment exhibits the strongest individual influence, followed by competency and teamwork.

Simultaneous Effect : All variables collectively maintain significant positive influence on employee performance (F-calculated = 59.031, $p < 0.001$), validating comprehensive performance management approaches.

Explanatory Power : The model explains 84.5% of performance variation (Adjusted $R^2 = 0.845$), with 15.5% influenced by unexplored factors including leadership quality, organizational culture, and external environmental conditions.

Recommendations

For BPJS Ketenagakerjaan Medan Kota:

1. **Teamwork Enhancement:** Implement structured collaboration systems promoting cross-functional communication and shared objective alignment through regular team-building initiatives and collaborative project assignments
2. **Competency Development:** Establish comprehensive training programs addressing policy updates, procedural improvements, and regulatory compliance while fostering continuous learning culture through mentoring and skill development opportunities
3. **Work Environment Optimization:** Enhance physical facilities and infrastructure supporting employee comfort and productivity while creating harmonious interpersonal relationships through conflict resolution mechanisms and communication improvement programs
4. **Integrated Approach:** Develop holistic performance management systems addressing multiple dimensions simultaneously rather than focusing on individual factors

For Future Research:

1. Incorporate additional variables including leadership styles, organizational culture, and motivation factors that may influence the remaining 15.5% of performance variation
2. Conduct longitudinal studies examining performance trends over extended periods to identify causal relationships and temporal effects
3. Explore industry-specific factors unique to social security organizations that may moderate relationships between studied variables
4. Apply advanced statistical techniques including structural equation modeling to examine complex interrelationships among performance determinants

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