

The Effect Of Organizational Culture, Work Motivation And Work Experience On Employee Performance

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ABSTRACT : The purpose of this study is to determine the effect of organizational culture, work motivation, and work experience on employee performance. This research is conducted at UD. Rainbow Bali Iron Work, the number of samples used are 38 employees, using saturated sampling. Data collected using questionnaires and interviews. The analysis technique used is multiple linear regression. The results showed that organizational culture has a strong and significant effect on employee performance, work motivation has a high and significant effect on employee performance, work experience has a high and significant effect on employee performance. To improve the performance of UD Rainbow Bali Iron Work employees, the company should pay attention to the work experience of prospective employees so that the risk of mistakes while working can be minimized, ensuring a safe work environment so they feel comfortable at work and give appreciation so that employees are motivated to work and have an impact on performance better.

Keywords -organizational culture, work motivation, work experience, performance

I. INTRODUCTION AND LITERATURE REVIEW

The company is a place of production activities, both goods and services. Companies need responsive and quality human resources to compete competitively to achieve company goals (Wirawan et al., 2016). In the industrial world the role of human resources as implementing operational activities in processing raw materials into finished materials. Therefore, human resources are highly considered because this will reflect the company's performance (Devita, 2017). If the performance of the company runs optimally, its existence in the business sector will be superior and will increase profitability (Isa et al., 2016). Performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Idowu, 2017). Research conducted by Riyanto et al. (2017) shows that work experience, social competence and work motivation affect employee performance. In a company, the aspects of people who are capable, skilled, and responsible as employees are the company's assets that affect the survival of a company (Kuranchie-Mensah & Amponsah-Tawiah, 2016).

One factor that is believed to be closely related to performance is organizational culture (Cupiadi & Kedaton, 2016). The stronger the organizational culture, the more encouragement from employees to move forward with the company in achieving both individual and company goals. Nickpour (2017) defines organizational culture as a system that is associated with values, norms, attitudes and work ethics that are held together with each component of the organization, these elements become the basis for monitoring employee behavior, the way they think, cooperate and interact. Research conducted by Jondar & Sudarsono (2015), found that organizational culture has a significant positive effect on performance. Good organizational culture emphasizes building employee strength, giving rewards that are appropriate to their performance and emphasizing the growth of the individual itself (Jayaweera, 2015). Employee performance will run according to the culture adopted in the organization. Organizational culture has a very strategic role for the organization's long-term success. Organizational culture is formed from a group of motivated people, and organizational culture has an important impact on improving employee performance (Nickpour, 2017). The stronger the organizational culture, the greater the employee's work motivation to move forward with the company in achieving both individual and corporate goals (Cupiadi & Kedaton, 2016)

Company goals will not work if employees do not have work motivation. Motivation factors become important in an organization because motivation can encourage employees to achieve organizational goals. One of the challenges of the organization is the application of appropriate motivational factors to improve work performance to achieve the main goals (Ghaffari et al., 2017). Jayaweera (2015) defines motivation as a process that explains the strength, direction, and perseverance of someone in an effort to achieve goals. Research conducted by Mohamud et al. (2017) found that motivation variables had a positive and significant effect on

employee performance. Highly motivated employees will benefit the company because their performance can lead the organization to achieve its goals (Dobre, 2018). For this reason, leaders must understand the encouragement or needs of employees who are able to invite them to do a certain activity. Employees who have the ability, skills and responsibility for a given task can be seen from one of the work experiences that have been passed before.

Employees who have work experience will provide a good contribution and output in achieving company goals. Someone who has work experience can be more punctual and less risk of mistakes in work (Husain, 2018). The aim of the company in the field of human resources is so that its workforce can actually work in accordance with what is desired by the company. Research conducted by Pamungkas et al. (2017) shows that work experience has a significant positive effect on employee performance. Zainal (2016) states that work experience is the level of mastery of knowledge and skills possessed by employees in work that can be measured from the length of work and the type of work that has been done during a certain period

Based on the results of pre-research conducted by researchers through the interview method conducted on 7 employees, including 3 from the production department, 3 from the sales & marketing department, and 1 accounting person, states that the problem that occurs is the number of employees, especially in the field of production who do not have work experience, which causes frequent errors such as work results not suitable and the time of completion of the job is not timely, so that makes consumers disappointed. In addition, employees who are often late are also the cause of problems at UD. Rainbow Bali Iron Work. This is certainly a bad thing for the company due to decreased profitability and a bad corporate image. Every month an average of 13% of goods returned from the total number of goods produced, this certainly affects the company's revenue. Defective or damaged manufactured goods must not exceed 2% because this will show poor performance. A production is said to be optimal if the goods produced reach the target or in accordance with company targets, therefore it is important for companies to have quality and experienced human resources (Saad & Abbas, 2018).

The purpose of this research is to analyze the influence of organizational culture on employee performance, the influence of motivation on employee performance and analyze the effect of work experience on employee performance

II. HYPOTHESIS DEVELOPMENT

Research conducted by Nickpour (2017) on the results shows that organizational culture has a significant positive effect on employee performance. Cupiadi & Kedaton (2016), organizational culture has a positive and significant effect on employee performance. Nuryaman & Suryaman (2018) conducted research at PT. Inoac Polytechno Indonesia, Pasar Kemis, Tangerang, shows the results that organizational culture has a positive and significant influence on employee performance. This shows that a positive organizational culture will have a good impact on employee performance. Isnada (2019) shows the results that organizational culture significantly and positively influences performance. Based on the results of the research that has been described previously, the following research hypothesis can be formulated:

H1: Organizational culture has a positive and significant effect on employee performance

The results of research conducted by Rukmana et al. (2018), work motivation has a positive effect on employee performance. Julianry et al. (2017) proves that motivation has a positive and significant influence on the performance. Research conducted by Atambo & Ayaga (2016) found results that work motivation had a positive and significant effect on performance. Sandhu (2017) in his research found that motivation has a positive effect on employee performance. This means that employees who have high work motivation will have an impact on better performance. Then the hypothesis can be proposed as follows:

H2: Work motivation has a positive and significant effect on employee performance.

Research conducted by Husain (2018) shows work experience has a positive and significant effect on performance. Wulandari (2017) shows the results that work experience has a positive and significant impact on performance. Rahiman & Kodikal (2017) proves that work experience has a positive and significant effect on performance, meaning that employees who have work experience have the possibility to realize good performance or performance and vice versa if they are not experienced enough in carrying out their duties will most likely experience failure. then the hypothesis can be formulated as follows.

H3: Work experience has a positive and significant effect on employee performance

III. METHODS

Based on the problems in this study, this research design is an associative type of causality research. This research was conducted at UD. Rainbow Bali Iron Work. The reason for this research is because based on the percentage of damage to manufactured goods in 2019 an average of 13%, this indicates that there are problems with the work results of employees. In addition, not many people have done research in the company about their human resources, so it is suspected that there are problems that concern organizational culture, work motivation, work experience on employee performance. The objects in this study are organizational culture,

work motivation, and work experience that affect employee performance. The independent variables in this study are organizational culture (X1), Work Motivation (X2), Work Experience (X3). The dependent variable in this study is employee performance (Y). The population in this study is the total number of employees at UD. Rainbow Bali Iron Work. The sampling technique in this study is the saturated sample technique. Data collection methods used in this study were questionnaire and interview

IV. RESULTS AND DISCUSSION

The number of respondents are 38 people. If seen from the age, those who have 26-30 years of age dominate with a percentage of 42.1 percent. When viewed from the sex, male gender dominates in this study with a percentage of 63.2 percent. When viewed from the level of education that have high school diploma which dominate with a percentage of 55.3 percent. If seen from the working period, which has 1-5 years of working experience, the most dominating with a percentage of 68.4 percent.

Organizational culture as a whole can be said to be strong. This can be seen based on the Organizational Culture score of 3.75. There are 2 indicators of Organizational Culture whose scores are above the average namely the Innovation and Risk Taking indicator (X1.1) is 3.79 and the Indicator of Attention to Product Details (X1.2) is 3.95. In addition there are 5 indicators whose scores are below the average ie the Result Orientation variable (X1.3) is 3.74, the Person Orientation variable (X1.4) is 3.74, the Team Orientation variable (X1.5) is 3.66, the Aggressiveness variable (X1.6) is 3.66, and the Stability variable (X1.7) is 3.71

Overall work motivation can be said to be high. This can be seen based on the Work Motivation score of 3.49. There are 2 indicators of Work Motivation which score is above the average namely the indicator of safety in work (X2.1) is 3.58 and the indicator Getting a fair and competitive salary (X2.2) is 3.58. In addition there are 3 indicators whose scores are below the average namely the variable pleasant work environment (X2.3) is 3.47, the variable Reward for work performance (X2.4) is 3.47, and the variable Fair treatment from management (X2.5) is 3.37.

Overall work experience can be categorized as high. This can be seen from the overall work experience score which is 3.87. There is 1 indicator of Work Experience whose value is above the average, namely the indicator of the Length of Time / Working Period (X3.1) is 4.08. In addition there are 2 indicators whose values are below the average namely the variable level of knowledge and skills possessed (X3.2) is 3.79 and the variable Mastery of work and equipment (X3.3) is 3.47.

Overall high employee performance this can be seen from the overall average value of employee performance is 3.72. There are 3 Employees' Performance whose value is above the average, namely Initiative (Y3) is 3.79, Capability indicator (Y4) is 3.82 and Communication indicator (Y5) is 3.74. In addition there are 2 indicators whose values are below average, namely Work Quality (Y1) and Attendance and Timeliness (Y2)

Based on the results of multiple linear regression, the constant (α) is 0.872 which means that if organizational culture, work motivation, and work experience have a constant value at zero, the value of Employee Performance will increase. The regression coefficient of the variable Organizational Culture is 0.261 which means there is a positive relationship between Organizational Culture and Employee Performance. This shows that if the Organizational Culture increases, employee performance will increase. The variable regression coefficient of Work Motivation is 0.221 which means there is a positive relationship between Work Motivation and Employee Performance. This shows that if Work Motivation increases, employee performance will increase. The regression coefficient of work experience variable is 0.605 which means there is a positive relationship between Work Experience and Employee Performance. This shows that when Work Experience increases, employee performance will increase.

The simultaneous significance test results (F-Test) showed that the F significance value was 0,000. Significant value of $0,000 < 0,05$ means that organizational culture, work motivation, and work experience are thought to significantly influence employee performance. adjusted R2 value is 0.716 meaning 71.6% change (up and down) on Employee Performance is influenced by (organizational culture, work motivation, and work experience, while the remaining 28.4% is influenced by other factors outside this research. T test results of the influence of Organizational Culture on Employee Performance obtained significance value is 0.008 with a regression coefficient value of 0.261 positive value. The significance value of $0,008 < 0,05$ indicates that H1 was accepted. This result means that Organizational Culture is suspected to have a significant strong influence on employee performance. T-test results of the influence of Work Motivation on Employee Performance obtained significance value is 0.032 with a regression coefficient value is 0.221 positive value. The significance value of $0,032 < 0,05$ indicates that H2 was accepted. These results mean that Work Motivation is thought to significantly influence employee performance. T-test results of the influence of work experience on Employee Performance obtained significance value is 0.030 with a regression coefficient value is 0.605 positive value. The significance value of $0,030 < 0,05$ indicates that H3 is accepted. These results mean that work experience is thought to significantly influence employee performance.

The results of data analysis in this study indicate that Organizational Culture has a strong and significant influence on employee performance, in other words the stronger the organizational culture, the higher the employee's performance will be. This significant result is due to the support of the company to employees to show more creativity in completing work and the risk of errors of products produced by workers is minimized by the attention to product details. These results are seen from the score of the organizational culture questionnaire whose values are above average. The results of data analysis in this study indicate that work motivation has a high and significant effect on employee performance. This significant result is due to the provision of insurance guarantees that make employees feel safe at work and the salary provided by the company is considered sufficient so that employees can meet their needs. These results can be seen from the work motivation questionnaire scores whose values are above average. The results of data analysis in this study indicate that Work Experience has a high and significant influence on employee performance, in other words the higher work experience possessed by employees, then this will have an impact on employee performance. This is because employees are able to understand the tasks given because of the work experience they have. These results are seen from the work experience questionnaire scores whose values are above average.

The theoretical implications of the results of this study provide evidence on the development of organizational behavior science and human resources, especially regarding organizational culture, work motivation, work experience and employee performance. Organizational culture has a positive and significant effect on employee performance. These results imply that in order to improve employee performance, the company should focus on results that match the order, pay attention to decisions that have a positive effect on all aspects of the company, support employees to be able to work with other employees, so they are competitive in working and able to maintain good organizational culture that will have an impact on employee performance. Work motivation has a positive and significant effect on employee performance. These results imply that in order to improve employee performance, the company should pay attention to employees by ensuring a safe work environment so that they feel comfortable at work, give appreciation to work presets and provide the same rights as other employees so employees are motivated to work and have an impact on better performance. Work experience has a positive and significant effect on employee performance. These results imply that in order to improve employee performance, the company should pay attention to the work experience of prospective employees so that while working the risk of error is minimized and ensure that employees understand the procedures and equipment techniques needed to complete a job. In addition, the results of this study practically can be one of the references for other researchers who want to examine the organizational culture, work motivation, work experience and employee performance. Theoretically this research also provides an understanding that organizational culture, work motivation and work experience can significantly improve employee performance.

V. CONCLUSION

Organizational Culture significantly influences employee performance. This means that if the Organizational Culture is getting stronger, the Employee Performance will increase, conversely if the Organizational Culture is getting weaker the Employee Performance will decrease. Work motivation significantly influences employee performance. This means that if Work Motivation is getting higher, then Employee Performance will increase, conversely, if Work Motivation is getting lower, Employee Performance will decrease. Work experience significantly has a high effect on employee performance. This means that if work experience is getting higher, Employee Performance is increasing. Conversely, if work experience is getting lower then Employee Performance will decrease.

Theoretically, if you want to improve employee performance, work experience is a variable that must be considered in addition to organizational culture and work motivation. Because based on the results of multiple linear regression analysis the value of Standardized Coefficients of work experience is 0.349 which indicates that work experience has the most dominant influence compared to organizational culture variables with a value of 0.315 and work motivation with a value of 0.319.

Practically, if you want to improve employee performance, the organizational culture variable of the company focus on results that are in accordance with the order, pay attention to decisions that have a positive effect on all aspects of the company, support employees to be able to work with other employees, so they are competitive in working and able to maintain a good organizational culture that will have an impact on employee performance. On the variable work motivation, companies should pay attention to employees so that they feel comfortable at work, give appreciation to work presets and provide the same rights as other employees so that employees are motivated to work and have an impact on better performance. In the work experience variable, the company should pay attention to the work experience possessed by prospective employees so that when working, the risk of errors is minimized and ensures that employees understand the procedures and equipment needed to complete a job.

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