

The Effect of Organizational Culture, Job Satisfaction and Work Experience on Performance of Employees of The Regional Disaster Management Agency of Kerinci District

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ABSTRACT : This study aims to see the effect of (1) Organizational culture on the performance of employees of the Regional Disaster Management Agency of Kerinci Regency (2) Job satisfaction on the performance of the employees of the Regional Disaster Management Agency of Kerinci Regency (3) Work experience on the performance of employees of the Regional Disaster Management Agency of Kerinci Regency (4) Organizational culture, job satisfaction and work experience jointly influence the performance of the Kerinci Regional Disaster Management Agency employees. The population in this study are all employees Kerinci District Disaster Management Agency as many as 95 people. The technique of determining the number of samples using total sampling. The data analysis technique used multiple regression by fulfilling the requirements of the classical assumption test of normality, and multicollinearity, heteroscedasticity. The results of this study indicate that (1) Organizational culture has a positive significant effect on the performance of the Kerinci Regional Disaster Management Agency employees (2) Job satisfaction provide a positive influence on the performance of the Kerinci Regional Disaster Management Agency employees (3) Work experience provide a positive influence on the performance of the Kerinci Regional Disaster Management Agency employees (4) Organizational culture, job satisfaction and work experience jointly have a positive effect on the performance of employees of the Regional Disaster Management Agency of Kerinci Regency.

Keywords -performance, organizational culture, job satisfaction, work experience

I. INTRODUCTION

Human resource management can be said to be the basis of an organization and company to run the organization in achieving the goals of the organization and company. Human resource management is the process of managing human capabilities to achieve organizational goals (Snell & Bohlander, 2013). The quality of human resources in organizations and companies is an important factor in organizations and companies because it will affect the level of success in achieving goals in these organizations and companies. So, every company should have human resources that are managed well in order to help organizations and companies achieve their goals. According to (Firmansyah et al, 2014) reinforces this statement by saying that successful organizations need employees who can deliver performance far beyond their expectations. Therefore, every company competes to have the best employees. Companies need to do something to attract potential employees.

Performance basically focuses on problems in the planning process, implementation, and also the results obtained after carrying out the work. In government agencies, performance is usually referred to as an answer to the success or failure of the initial objectives of the work program and policies that have been set. The issue of performance is very important, because performance is one of the most important benchmarks of organizational quality. Improving the performance of government officials is one of the development strategies for a country in carrying out its state process. Performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2012: 18). An employee is said to have good performance if the employee is able to produce work results equal to or exceeding the standards or criteria that have been set together in the organization. On the other hand, employees are said to have no performance if the work results are less than the standards or criteria that have been set together.

A successful and effective organization is an organization with individuals in it who have good performance (Sudarmanto, 2011: 6). So, if employees in the organization have good performance, then the

effectiveness or success of the organization will be achieved. Employee performance will be high if the job satisfaction felt by employees is also high. Employee satisfaction can also come from a comfortable work environment and can motivate employees in order to improve their performance.

The Regional Disaster Management Agency (BPDB) of Kerinci Regency is the implementing element of the regional government which is under and responsible to the Regional Head in the Regional Disaster Management midwife. In carrying out the duties of the Kerinci Regency BPBD, it has the following functions:

1. Formulation and stipulation of disaster management policies and handling of refugees by acting quickly and appropriately, effectively and efficiently.
2. Coordinate the implementation of disaster management activities in a planned, integrated and comprehensive manner.

Table 1. Kerinci Regency BPBD Performance Indicators

No	Performance Indicator	Realization (%)		
		2018	2019	2021
1	Percentage increase in response time rate for disaster management	87	84	82
2	Percentage of fulfillment of basic needs of disaster victims	12	14	15
3	Percentage of disaster events that were successfully handled	92	94	90
4	Percentage of post-disaster rehabilitation management quality	80	78	77
5	Decreasing disaster-prone areas	76	78	75

Source: Lakip BPBD 2018-2021

Table 1 shows the performance indicators of the Kerinci Regency BPBD from 2017-2019. The table shows that almost every BPBD performance indicator has decreased from 2017-2019. In the first indicator, the percentage increase in the response time rate for disaster management in 2018 reached 87% and then decreased in 2021 to 82%. Likewise with the fourth indicator. The percentage of post-disaster rehabilitation management quality in 2018 reached 76% and then dropped to 75% in 2021. This situation has shown that there are problems with the performance of BPBD Kerinci Regency employees.

Decrease in employee performance BPBD of Kerinci Regency presumably influenced by several factors. Factors that are thought to affect the performance, such as organizational culture, job satisfaction, and work experience.

Based on the problems and previous research, the researcher is interested in studying how much each factor such as organizational culture, job satisfaction and work experience affects performance with the title "The Influence of Organizational Culture, Job Satisfaction and Work Experience on the Performance of the Kerinci Regional Disaster Management Agency Employees".

II. RESEARCH METHODS

The population and sample in a study have a central role and determine the research objectives (A. Muri, 2015). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2014), population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study is all There are 95 employees at BPBD Kerinci Regency.

The research sample is a limited number and part of the selected and representative population of the population (A. Muri, 2015). Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions will be applicable to the population. However, because the sample used is the entire population, the sample in this study is the same as the population, namely the entire population there are 95 (ninetyfive) employees at BPBD Kerinci Regency.

This sampling technique uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2007). The reason for taking total sampling is because according to Sugiyono (2007) the total population is less than 100 and the entire population is used as a research sample.

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots\dots\dots (1)$$

Where:

Y = Performance

- a = Constant/Intercept
 X1 = Organizational Culture
 X2 = Job Satisfaction
 X3 = Work Experience
 b1,...b2 = Regression Coefficient
 e = Error Term

Research result

Classic assumption test

Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method kolmogorov-smirnov test to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than $= 0.05$. The results of the normality test can be seen in table 2.

Table 2. Normality Test Results

		Y	X1	X2	X3
N		95	95	95	95
Normal Parameters	mean	51.0816	32.8776	33.8367	23.9388
	Std. Deviation	3.21997	2.94839	2.51948	2.86071
Most Extreme Differences	Absolute	.131	.179	.170	.141
	Positive	.115	.179	.110	.074
	negative	-.131	-.175	-.170	-.141
Kolmogorov-Smirnov Z		.908	1.057	1.146	1.370
asymp. Sig. (2-tailed)		.546	.473	.283	.827

Source: SPSS output results, 2021

From Table 2 normality test, it can be seen that in the regression model, the confounding variable or residual has a normal distribution. This can be seen from the results of the sig value of the Performance variable (Y) is $0.605 > 0.05$ Organizational Culture Variable (X1) is $0.558 > 0.05$; Job Satisfaction variable (X2) is $0.068 > 0.05$; Work experience variable (X3) is $0.086 > 0.05$. So it can be concluded that the variables of performance, organizational culture, job satisfaction, and work experience of the employees of the Regional Disaster Management Agency of Kerinci Regency are normally distributed

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent). A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF), can be seen in table 3:

Table 3. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational Culture (X1)	0.843	1.186
	Job Satisfaction (X2)	0.812	1.232
	Work Experience (X3)	0.932	1.073

Source: SPSS output results, 2021

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables because the VIF value of all variables is < 10 .

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another observation. If the variance from the residual of one observation to another observation is constant, then it is called a homokedastability and if different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph (Scatter Plot)

test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

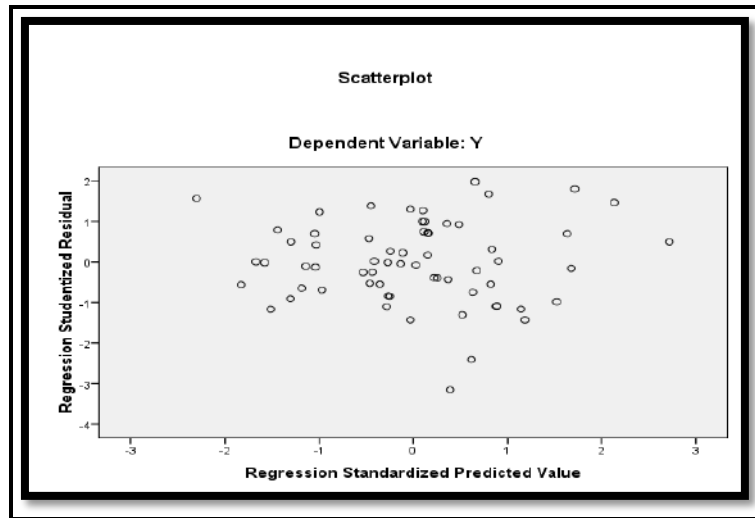


Figure 1. Heteroscedasticity Test Results

In Figure 4.1 it can be seen that there is no clear pattern and the points are spread above and below the number 0 on the Y axis. This shows that the data in this study does not occur heteroscedasticity.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing tcountwith table and sig value with = 0.05. In detail the results of multiple regression testing can be seen in Table 4

Table4. Multiple Regression Equation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,382	1.321		10,887	.000
	Organizational Culture (X1)	.109	.040	.057	2,715	.025
	Job Satisfaction (X2)	.213	.059	.074	3,581	.013
	Work Experience (X3)	.573	-124	.039	4,621	.000
a. Dependent Variable: Y						

Based on Table 4, the estimation model can be analyzed as follows:

$$Y = 14,382 + 0.109 (X1) + 0.213 (X2) + 0.573 (X3)$$

Based on the above equation it can be explained that:

- a. From the above equation it can be seen that there is a constant value of 14,382 which means that if the organizational culture, job satisfaction and work experience are zero, then the value of the performance variable is at 14,382. This means that the variables of organizational culture, job satisfaction and work experience contribute to improving the performance of employees of the Kerinci District Disaster Management Agency.
- b. The organizational culture regression coefficient value is positive 0.109. This means that if the organizational culture increases by one unit, it will result in an increase in employee performance of 0.109 units.
- c. The value of the regression coefficient of job satisfaction is positive, namely 0.213. This means that if job satisfaction increases by one unit, it will result in an increase in employee performance of 0.213 units.

- d. The value of the work experience regression coefficient is positive, namely 0.573. This means that if work experience increases by one unit, it will result in an increase in employee performance of 0.573 units.

Regression Coefficient Test (t Test)

Hypothesis Testing 1

The first hypothesis put forward, that organizational culture partially positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the organizational culture variable is $0,025 <$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted, so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant influence between organizational culture on the performance of employees of the Regional Disaster Management Agency of Kerinci Regency.

Hypothesis Testing 2

The second hypothesis proposed is that Job satisfaction partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the job satisfaction variable is $0,013 <$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant influence between job satisfaction on the performance of the employees of the Regional Disaster Management Agency of Kerinci Regency.

Hypothesis Testing 3

The third hypothesis proposed is that work experience partially positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the work experience variable is $0,000 <$ dai significance value (0.05). Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant influence between work experience on the performance of the employees of the Regional Disaster Management Agency of Kerinci Regency.

Hypothesis Testing 4

The fourth hypothesis proposed that organizational culture, job satisfaction, and work experience jointly have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the significance level of organizational culture, job satisfaction, and work experience variables is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a jointly significant influence between organizational culture, job satisfaction, and work experience on the performance of the Kerinci Regional Disaster Management Agency employees. These results can be seen in Table 5.

Table 5.F. Test Results

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	779,341	3	259,780	58.199	.000a
	Residual	406,196	61	4.464		
	Total	1185.537	64			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (year 2021)

Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of R square used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 6.

Table 6. R Square Test Results

No.	Independent Variable	Tolerance	VIF	Conclusion
1.	Competence	0.455	2.200	Non-Multicolonearity
2.	Communication	0.310	3.221	Non-Multicolonearity
3.	Organizational Commitment	0.532	1.880	Non-Multicolonearity

Source: SPSS Data Processing Results (Year 2021)

Based on the analysis results Adjusted R square is 0,524 this means that 52.4% of employee performance is influenced by the independent variables of organizational culture, job satisfaction and work experience. While the remaining 47.6% is influenced by other variables outside the model.

Discussion

The discussion of the research results is intended to explain and interpret the research results.

Influence Organizational Culture on Employee Performance of the Regional Disaster Management Agency of Kerinci Regency

The results of this study indicate that organizational culture has a significant influence on the performance of employees of the Regional Disaster Management Agency of Kerinci Regency. This indicates that organizational culture determines the performance of the Kerinci Regional Disaster Management Agency employees. This means that the higher and better the organizational culture, it will improve employee performance.

From the results of this study, it can be seen that the organizational culture variable has a coefficient of 0.109 which means that organizational culture has a small effect compared to other variables. This indicates that organizational culture can play a role in improving employee performance. If the Kerinci District Disaster Management Agency wants to improve employee performance, it must improve employee organizational culture.

This is in line with the opinion of Robbins (2016) organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. Organizational culture is said to have an effect on employee performance because when the organizational culture given to employees is high, it is able to make these employees excited so that they are able to influence their attitude in working and accepting any work and carrying it out (Fadli, 2018).

The results of this study are in line with Purnama's research, Chamdan (2013) which shows that organizational culture has a positive and significant effect on employee performance. Shahzada et al (2013) research results also show organizational culture has a significant effect on employee performance.

Influence Job Satisfaction on Employee Performance of the Regional Disaster Management Agency of Kerinci Regency

The results of this study indicate that job satisfaction has a significant influence on the performance of employees of the Regional Disaster Management Agency of Kerinci Regency. This indicates that employee job satisfaction determines the performance of the Kerinci Regional Disaster Management Agency employee. This means that the higher the job satisfaction of employees, it will improve employee performance.

From the results of this study, it can be seen that the job satisfaction variable has a coefficient of 0.213 which means that job satisfaction has the greatest influence from other variables. This indicates that job satisfaction can play a role in improving employee performance. If the Kerinci District Disaster Management Agency wants to improve employee performance, it must increase employee job satisfaction.

This is in line with the opinion of Luthans (2002) which defines job satisfaction as a pleasant or positive emotional state resulting from the assessment of one's work or work experience. Job satisfaction is said to have an effect on employee performance because when employee job satisfaction is high, employees can carry out their duties professionally, effectively, efficiently.

The results of this study are in line with the research of Hettiarachchi, HAH (2014) which shows that job satisfaction has a positive effect on employee performance. Hardiyono et al (2017) research results also show that job satisfaction has a significant positive effect on employee performance.

Influence Influence Work Experience on Employee Performance of the Regional Disaster Management Agency of Kerinci Regency

The results of this study indicate that organizational culture has a significant influence on the performance of employees of the Regional Disaster Management Agency of Kerinci Regency. This indicates that work experience determines the performance of employees of the Regional Disaster Management Agency of Kerinci Regency. This means that the better the work experience of an agency, it will improve employee performance.

From the results of this study, it appears that the work experience variable has a coefficient of 0.573 which means that work experience has a big influence. This indicates that work experience can play a role in improving employee performance. If the Kerinci District Disaster Management Agency wants to improve employee performance, it must improve the work experience of employees in better agencies.

The results of this study are in accordance with the theory of Hettiarachchi (2014) which states that work experience is knowledge or skills that have been known and mastered by someone as a result of actions or work that has been done for a certain time. By paying attention to the employee's work experience, the agency

can determine the position or position that is in accordance with the expertise possessed. Of course, this condition will be able to encourage good employee performance

The results of this study are in line with the research of Hardiyono et al (2017), Basu et al (2016), Darto et al (2015) which show that there is a significant positive effect between work experience on employee performance.

The Influence of Organizational Culture, Job Satisfaction, Work experience on the performance of employees of the Regional Disaster Management Agency of Kerinci Regency

The results of this study indicate that organizational culture, job satisfaction and work experience together have a significant influence on the performance of the employees of the Kerinci District Disaster Management Agency. This indicates that organizational culture, job satisfaction and work experience determine the performance of the Kerinci Regional Disaster Management Agency employees. This means that organizational culture, job satisfaction and work experience will improve employee performance.

This is in line with the research of Purnama, Chamdan (2013), Hettiarachchi, HAH (2014) and Basu et al (2016) which show that the results show that there is support for a positive and significant influence between organizational culture, job satisfaction and work experience on employee performance.

III. CONCLUSION

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. Organizational culture has a positive influence on the performance of the employees of the Regional Disaster Management Agency of Kerinci Regency. This means that employee performance will increase if the perceived organizational culture of employees is able to provide encouragement to employees to be able to improve their performance.
2. Job satisfaction has a positive influence on the performance of employees of the Regional Disaster Management Agency of Kerinci Regency. This means that employee performance will increase if high job satisfaction is able to provide morale to employees in carrying out work. The higher the job satisfaction of an employee in an agency, it will improve its performance.
3. Work experience has a positive influence on the performance of employees of the Regional Disaster Management Agency of Kerinci Regency. This means that employee performance will increase if the work experience of the agency where the employee works has a good and comfortable culture, and makes employees confident and comfortable that they can carry out their work well. Good work experience will encourage high performance.
4. Organizational culture, job satisfaction and work experience together have a positive effect on the performance of the Kerinci Regional Disaster Management Agency employees. With an R^2 number of 0.646 or 64.6%, employee performance is influenced by the independent variables of organizational culture, job satisfaction and work experience.

Based on the results of the analysis of the discussion as well as some conclusions in this study, as for the suggestions that can be given through the results of this study in order to get better results, namely:

1. Future researchers are expected to be able to examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is recommended to expand the scope of research on the influence of organizational culture, job satisfaction and work experience on employee performance used in this study.
2. For the Regional Disaster Management Agency of Kerinci Regency in order to improve and strengthen the organizational culture that exists in the organization. Because the stronger and firmer the organizational culture will increase employee confidence so that it will have an impact on improving performance.
3. Always create a sense of job satisfaction for employees. With increased job satisfaction, it will be able to increase employee morale because employees already feel happy and happy. Therefore, they will be able to improve their performance later.
4. Experience is the best teacher. For this reason, improve employee experience by increasing training, education and seminars so that employees' work abilities become better. In the end, this condition will be able to improve employee performance.

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