



The Influence of Organizational Culture, Work Discipline, and Work Experience on Employee Performance

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Abstract: Human resource management plays an active role in improving employee performance through several variables affecting it including organizational culture, work discipline, work experience, and employee performance. The formulation of the problem in this study is whether organizational culture, work discipline, and work experience have a significant effect on PT. Sinarmulia Sukses Makmur. This study is a quantitative study with a descriptive design. The research was conducted by searching for primary data, through the filling out of questionnaires by respondents of employees of PT. Sinarmulia Sukses Makmur, was conducted by sampling through a random sampling method. The data are processed by statistical analysis with multiple linear regression tests, coefficient of determination (R-square adjustment), partial testing hypothesis (t-test), and simultaneous ANOVA testing (F-table). The purpose of this study is: 1) To find out the effect of organizational culture on employee performance. 2) To find out the effect of work discipline on employee performance. 3) To find out the effect of work experience on employee performance. 4) To find out the effect of organizational culture, work discipline, and work experience jointly on the performance of employees. The results of this study are as follows: 1) Organizational culture has a significant effect on employee performance. 2) Work discipline has a significant effect on employee performance. 3) Work experience has a significant effect on employee performance. 4) Organizational culture, work discipline, and work experience jointly have a significant effect on the performance of PT. Sinarmulia Sukses Makmur employee. The conclusion of this study is that there is a significant influence on organizational culture, work discipline, work experience, and employee performance at PT. Sinarmulia Sukses Makmur. Suggestions for subsequent researchers to proceed with follow-up studies that address a wider scope such as adding other variables.

Keywords: Organizational Culture, Work Discipline, Work Experience, Employee Performance

INTRODUCTION

Companies should improve internal processes and increase responsiveness in order to survive and develop in Indonesia, where business competition is increasingly intense and

complex. Every component, especially in terms of human resources, needs to be improved. To maintain existing ones in good shape, companies must think about their human resources. Corporate culture is a term used to describe an organization's culture, which is a set of general principles or standards that have existed for a while and are used by all employees to address problems within the company. Culture is inherently enigmatic, intangible, implicit, and taken for granted. However, every business creates a set of underlying assumptions and ideas that guide workplace behavior every day.

Employee Performance Report on Marketing Department

Year	Target (Rp)	Achievement (Rp)	Percentage (%)
2019	348.000.000.000,-	382.800.000.000,-	110%
2020	360.000.000.000,-	324.000.000.000,-	90%
2021	366.000.000.000,-	292.800.000.000,-	80%

Source : PT. Sinarmulia Sukses Makmur, 2022

At PT. Sinarmulia Sukses Makmur is that there is a poor relationship between fellow employees even though they are still in the same room. This has an adverse impact on organizational culture whereas the role of culture greatly influences employee behavior and a strong culture ensures that everyone is pointed in the same direction. Developing the right company culture is not the responsibility of human resources alone. This must be a collective effort involving management, human resources, and employees. After all, organizational culture impacts employee productivity and morale. A good company culture is not just about having productive employees. It's about aligning employee goals with the organization's vision.

METHOD

Organizational culture

Culture is an understanding in a broad sense. In this context, if we talk about organizations then it is directly related to organizations. Therefore, organizational culture is a tool in interpreting organizational life and behavior. A strong culture is a very useful tool for directing behavior, because it helps employees to do a better job so every employee at the beginning of his career needs to understand the culture and how it is implemented. According to Dessler (2015: 185), organizational culture is the characteristics, values, traditions and behavior of a company shared by its employees. Values are basic beliefs about what is right or wrong, about what should be done and what should not be done. Values are important because they provide guidance and link behavior. Organizational culture is taught to members of the organization and its implementation is monitored systematically (Wirawan, 2013:68). An organization basically goes through stages from time to time or what is usually called an organizational cycle. This means that an organization that grows and develops will undergo a life process or living organism (Irham, 2016: 186). Organizational culture is a system of spreading beliefs and values that develops within an organization and directs the behavior of its members. Organizational culture can be a major instrument of competitive advantage, namely if organizational culture supports organizational strategy. Meanwhile, according to Robbins (2015: 355), defines organizational culture as a system of shared meaning that differentiates an organization from other organizations. Organizational culture can be interpreted as the attitudes and perceptions that employees generally have in a company where they work. In other words, employees pick up signals about their company (Badriyah, 2017:122). According to Siehl in (Fahmi, 2016: 188) that employees will be more accepting of

cultural changes if

1. The organization's previous record of success was only moderate.
2. Employees are generally dissatisfied, and
3. The founder's image and reputation are questioned.

Based on several definitions of organizational culture above, it can be concluded that organizational culture is the norms, values, assumptions, beliefs, habits created in an organization and approved by all members of the organization as guidelines or references within the organization in carrying out its activities, both intended for employees. or for the benefit of others.

Work Discipline

Discipline is a very important behavior and is the key to realizing goals because without good discipline it is difficult to achieve maximum goals. Discipline is a feeling of obedience and obedience to values that are believed to be one's responsibility, such as duties in the office and employee attendance at the company's adjusted hours. The higher the discipline, the higher the employee's performance will be. According to Davis in Sinambela (2012), management implementation discipline is to strengthen and implement organizational guidelines. According to Dessler (2015:568), discipline is a way to encourage employees to comply with rules and regulations. According to Handoko in Sinambela (2016:334), discipline is a person's willingness that arises with their own awareness to follow the rules that apply in the organization. According to Latainer in Sutrisno (2019), discipline is defined as a strength that develops within an employee's body and causes employees to voluntarily adjust to decisions. That discipline is obedience to the rules or orders set by the organization. Furthermore, discipline is a process used to deal with performance problems. Meanwhile, the second word is work, according to Sinungan in Sinambela (2016:335), work besides fulfilling life's needs, also has value for the work environment or company and the wider community. So it can be concluded that work discipline is the awareness and willingness of employees to comply with all organizational regulations and applicable social norms. Thus, work discipline is a tool for leaders to communicate with employees so that their behavior follows existing rules.

Work Experience

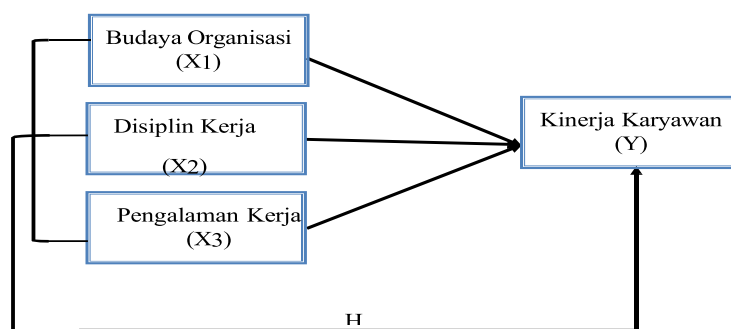
Every work experience a person gains will help him provide special skills and knowledge according to the job he is involved in. A person who does a certain type of work repeatedly over a long period of time will become quite skilled at that job. Experience is an important factor in the development of a business, especially work that requires expertise, skills and initiative in creativity, thereby producing products that are better in terms of quantity and quality. It is not enough to look at a person's ability factor only in terms of education and training, but can also be seen in terms of a person's work experience while working for a particular organization or institution. Work experience as an employee in an organization will influence performance. By being equipped with a lot of experience, the possibility of achieving good achievements or performance is quite convincing and conversely, if someone is not experienced enough in carrying out their duties, there is a high possibility of failure. A person's work experience is sometimes more valued than a high level of education. The classic adage says "experience is the best teacher". Work experience is someone's working capital to enter a certain field. According to Sostrohadiwiryono, work experience is an important part in the process of developing one's skills, but this also depends on education and training. Work experience will be gained through a period of work. Through this work experience, a person consciously or unconsciously learns, so that in the end they will have technical skills and skills in dealing with work.

Employee Performance

Human resource performance is a term that comes from the words Job Performance or Actual Performance. On the other hand, the leader's ability to mobilize and empower his employees will influence performance. Employee performance is generally influenced by the abilities, skills, experience and seriousness of work of the workforce concerned. The definition of employee performance according to Mangkunegara (2019:9), is that employee performance (work performance) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Gomez in Mangkunegara (2019:9), the definition of employee performance as expressions such as output, efficiency and effectiveness are often linked to productivity. Performance is a work result produced by an employee which is interpreted to achieve the expected goals. Employee performance as stated by Mengginson in Mangkunegara (2017:10), work assessment (performance appraisal) is a process used by leaders to determine whether an employee is carrying out their work in accordance with their duties and responsibilities. From several expert opinions, it can be concluded that work performance is an assessment carried out systematically to determine the results of employee work and organizational performance. Based on the definition of employee performance above, it can be concluded that a company carries out performance appraisals based on the consideration that there is a need for an objective organizational evaluation system. It is hoped that all of this can form motivation and stimulation for each section to work more effectively and efficiently.

Framework

H 1 = Suspected that organizational culture influences to PT Sinarmulia Sukses Makmur employee performance.



H 2 = Suspected that work discipline influences to PT Sinarmulia Sukses Makmur employee performance.

H 3 = Suspected that work experience influences to PT Sinarmulia Sukses Makmur employee performance.

H 4 = Suspected that organizational culture, work discipline, and work experience influences to PT Sinarmulia Sukses Makmur employee performance.

RESULT AND DISCUSSION

Validity Test

This research has a confidence level of 95 percent, or an error rate of 5%, with a sample size of 75 respondents. To collect a sample, an individual's degrees of freedom (df) are measured. The answer to df is $75 - 2 = 73$ if you use the formula $df = n - 2$. Then you get the r table which is 0.227 which is obtained through SPSS.

Reliability Test

Variable	"Cronbach's Alpha"	Keterangan
Budaya Organisasi (X1)	0,880	Reliabel
Disiplin Kerja (X2)	0,893	Reliabel
Pengalaman Kerja (X3)	0,861	Reliabel
Kinerja Karyawan (Y)	0,925	Reliabel

Based on table 2.18 of the data above, the variables organizational culture (X1), work discipline (X2), work experience (X3) and employee performance (Y) are reliable because "*Cronbach's Alpha*" ≥ 0.6 , so such statement items can be called reliable.

Multicollinearity Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-2.013	3.720		5.410	.590		
Budaya Organisasi (X1)	1.173	.300	.832	3.910	.000	.041	4.331
Disiplin Kerja (X2)							
Pengalaman Kerja (X3)	.133	.279	.102	4.781	.004	.041	4.449
	.033	.066	.022	4.961	.002	.960	1.042

a. Dependent Variable: Kinerja Kerja (X4)

Organizational Culture Tolerance (X1) is 0.041, Work Discipline Tolerance (X2) is 0.041, and Work Experience Tolerance (X3) is 0.960. Meanwhile, Organizational Culture (X1) has a VIF (Variance Inflation Factor) of 4.331, Work Discipline (X2) has a VIF of 4.449, and Work Experience (X3) has a VIF of 1.042. The Tolerance value for each variable is greater than 0.10, and the VIF (Variance Inflation Factor) value is smaller than 10, indicating that multicollinearity does not occur.

Autocorrelation Test

The test method uses the Durbin-Watson test (DW test). The basis for decision making in the Durbin Watson Test is as follows:

- $DW < DW < 4 - DU$, means that there is no autocorrelation.
- $DW < DL$ atau $DW > 4 - DL$, means that autocorrelation occurs.

Model Summary^a

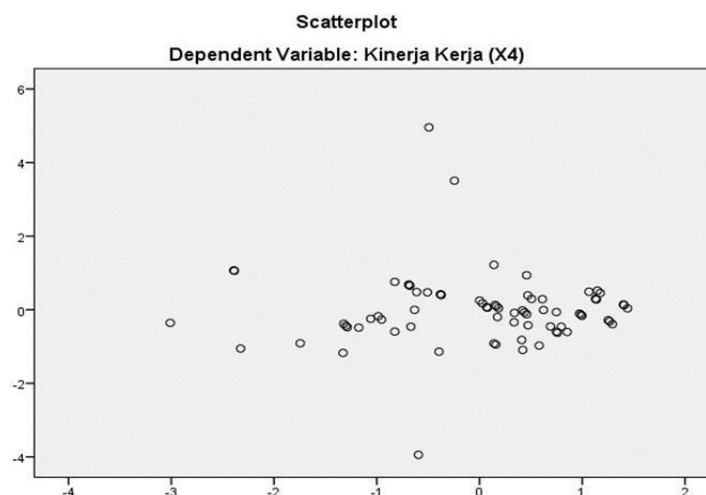
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.968 ^a	.937	.935	2.625	1.899

a. Predictors: (Constant), Pengalaman Kerja, Budaya Organisasi, Disiplin Kerja

b. Dependent Variable: Kinerja Kerja

The results obtained can be understood that Watson's value lies between DU and 4 – DU ($1,709 < 1,899 < 2,290$).

Heteroscedasticity Test



t Test

It can be concluded that organizational culture (X1) has $t \text{ count} > t \text{ table}$ ($3,910 > 1.993$) and a significance value of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted, meaning that organizational culture has a significant effect on employee performance. Work discipline (X2) has $t \text{ count} > t \text{ table}$ ($4.781 > 1.993$) and a significance value of $0.004 < 0.05$, so H_0 is rejected and H_a is accepted, meaning work discipline has a significant effect on employee performance. Work experience (X3) has $t \text{ count} > t \text{ table}$ ($4,961 > 1.993$) and a significance value of $0.002 < 0.05$, so H_0 is rejected and H_a is accepted, meaning work experience has a significant effect on employee performance.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-2.013	3.720		5.410	.590		
Budaya Organisasi (X1)	1.173	.300	.832	3.910	.000	.041	4.331
Disiplin Kerja (X2)	.133	.279	.102	4.781	.004	.041	4.449
Pengalaman Kerja (X3)	.033	.066	.022	4.961	.002	.960	1.042

a. Dependent Variable: Kinerja Kerja (X4)

f Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6783.255	3	2261.085		.000b
Residual	1033.412	71	14.555	155.347	
Total	7816.667	74			

Dependent Variable: Work Performance (X4)

Predictors: (Constant), Work Performance (X3), Culture Organisation (X1), Work Discipline (X2). Base on 2.25 table above, the conclusion is F count = 155,347. df 1 number of data groups -1) = 3 – 1 = 2, df 2 = (n - 3) = 75 – 3 = 72. The results obtained for F table are equal to 2,73 (see on tabel F). Calculated F value > F tabel (155,347 > 2,73) and probability value (signifikan) equal to 0,000 < 0,05 then Ho rejected and Ha accepted.

The Influence of Organizational Culture on Employee Performance

Based on the research results, it can be concluded that organizational culture (X1) has t count > t table (3.910 > 1.993) and a significance value of 0.000 < 0.05, so Ho is rejected and Ha is accepted, meaning that organizational culture has a significant effect on employee performance. The relationship between organizational culture and employee performance is positive or in a strong direction. This research is supported by the theory put forward by Badriyah, (2017: 122), organizational culture can be interpreted as the attitudes and perceptions that employees generally have in the company where they work. In other words, employees pick up signals about their company and if the process of internalizing organizational culture into personal culture is successful, employees will feel identified with their company, feel united and there will be no obstacles to achieving optimal performance. The results of this research are also supported by previous research conducted by Christina Tri Setyorini, S.M., (2012) with the title "The Influence of Organizational Commitment, Organizational Culture and Work Engagement on Baitul Maal Wat Tamwil Employee Performance" stating that organizational culture has a positive effect on employee performance. Culture has full power and influences individuals and their performance and even their environment. Therefore, in order to create optimal performance in an organization, good tools or systems are needed to form a good organizational culture and organizational culture has an active and direct role in performance management.

The Influence of Work Discipline on Employee Performance

Based on the research results, it can be concluded that work discipline (X2) has t count > t table (4.781 > 1.993) and a significance value of 0.003 < 0.05, so Ho is rejected and Ha is accepted, meaning that work discipline has a significant effect on employee performance. The relationship between work discipline and employee work performance is positive or in a strong direction. This research is supported by the theory put forward by Latainer in Sutrisno (2019), interpreting discipline as a strength that develops within an employee's body and causes employees to adjust voluntarily in decisions. The results of this research are also supported by previous research conducted by Dipta Adi Prawatya, S.T., (2012) with the title "The Influence of Work Discipline and Organizational Culture on the Performance of Employees at the Kayu Putih Oil Factory in Krai Purwodadi" stating that work discipline has a positive influence on employee performance and it can be concluded that the higher the work discipline, the higher the employee's performance.

The Influence of Work Experience on Employee Performance

Based on the research results, it can be concluded that work experience (X3) has t count $> t$ table ($4.961 > 1.993$) and a significance value of $0.004 < 0.05$, so H_0 is rejected and H_a is accepted, meaning that work experience has a significant effect on employee performance. The relationship between work experience and employee work performance is positive or in a strong direction. This research is supported by the theory put forward by Aristarini, (2014: 208), work experience is a person's main capital to enter a certain field. Work experience is the level of mastery of knowledge and skills that an employee has at work which can be measured from the length of service and the type of work the employee has done during a certain period. The results of this research are also supported by previous research conducted by Michael A. McDaniel (2019) with the title "Job Experience Correlates of Job Performance" stating that work experience has an influence on employee performance.

The Influence of Organizational Culture, Work Discipline and Work Experience on Employee Performance

The calculated F value $> F$ table ($155.347 > 2.73$) and the significance value is $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. So it is concluded that all independent variables, namely organizational culture (X1), work discipline (X2) and work experience (X3) simultaneously influence the employee performance variable (Y) by 62.6% and the remaining 37.4% is influenced by other factors that not explained in this research ($100\% - 62.6\% = 37.4\%$). This research is supported by previous research conducted by Christina Tri Setyorini, S.M., (2012) with the title "The Influence of Organizational Commitment, Organizational Culture and Work Involvement on Baitul Maal Wat Tamwil Employee Performance" stating that organizational culture has a positive effect on employee performance. This research is also supported by Dipta Adi Prawatya, S.T., (2012) with the title "The Influence of Work Discipline and Organizational Culture on Employee Performance at the Kayu Putih Oil Factory in Krai Purwodadi" stating that work discipline has a positive influence on employee performance. Apart from that, there is also research from Michael A. McDaniel (2019) with the title "Job Experience Correlates of Job Performance" and Ratulangi, Soegoto (2016) with the title "The Influence of Work Experience, Competency and Motivation on Employee Performance at PT. Hasjrat Abadi Tendean Manado" stated that work discipline has a positive influence on employee performance.

CONCLUSION

Based on the findings of the research analysis carried out by researchers in the discussion of Chapter IV, the following conclusions can be drawn:

- 1 At PT. Sinarmulia Sukses Makmur, organizational culture has quite a big influence on employee performance. This is indicated by the calculated t value of the organizational culture variable of 3.910 which is greater than the t table value of 1.993 with a significance level of 0.0000.05. It is possible to conclude that H_{a1} is accepted
- 2 Work discipline factors have a rather significant influence on employee performance at PT. Sinarmulia Sukses Makmur. The calculated t value for the work discipline variable is 4.781 which is greater than the t table value of 1.993 with a significance level of 0.00 - 0.05 which indicates that H_{a2} is accepted.
- 3 Work experience has a rather significant influence on employee performance at PT. Sinarmulia Sukses Makmur. The calculated t value for the work experience variable is 4.961 which is greater than the t table value of 1.993 with a significance level of 0.0020.05 which indicates that H_{a3} is accepted.
- 4 Shows that three elements, namely organizational culture, work discipline, and work

experience, all have a simultaneous influence on employee performance at PT. Sinarmulia Sukses Makmur. The F-calculated value of 155,347 is greater than the F-table value of 2.73 with a significance level of 0.0000.05. This shows that as a result the H_0 option is rejected while the H_a option is approved..

- 5 Based on the test results, the coefficient of determination (R^2) is 62.6%, the remaining 37.4% is explained by components that are not included in this research model.

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