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# The effect of organizational culture, work discipline, and work experience on employee performance at PT. Omnikopi Kreasi Enak

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## ABSTRACT

The objective of this study is to analyze and explain the effect of Organizational Culture, Work Discipline and Work Experience on Employee Performance. The research belongs to explanatory research. The samples are taken by using purposive sampling technique and the size of the samples to be determined 34 employees of PT. Omnikopi Kreasi Enak. The data collecting technique is questionnaire. The data is analyzed by using SPSS software. The findings of this study show: Organizational Culture has insignificant effect on Employee Performance; Work Discipline has insignificant effect on Employee Performance; Work Experience has significant effect on Employee Performance

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

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## 1. INTRODUCTION

With the increasing number of companies, complicated businesses, and industrial developments that are increasingly rapid, the 20th century witnessed tough and complicated global competition, and interconnectedness that was complemented by a relatively dynamic environment, which made the development of the era doesn't have any any loopholes to avoid its existence, but opens many doors to seek opportunities. It is crucial that superiors or organizational leaders offer training and reward employees who delivers satisfactory performance. This statement is supported (Susan, 2019), stating that basically human resources play a crucial part in promoting maximal effort. Business owners must have a solid business plan, be innovative and creative. The problem within the employee performance is that companies that cut off some employees, besides that the employees have to deal with lots of work to the point that they handle all workstations at once, such as serving customers, managing cashiers, and delivering goods to consumers, causes employees to become less concerned with quality of the products. This problem making the employees can't complete quality job processes, employees who frequently

arrive late can make the company suffer losses. Therefore, performance in an organization refers to the key indicators of whether organizational goals have been successful or unsuccessful. Supported by a personal statement (Hidayat, 2021) that a framework that originates from within causes discipline and ability.

Organizational culture is used as a guideline for daily behaviour and makes decisions for employees and directs employee actions to achieve organizational goals (Rivai and Mulyadi, 2017). Having a culture of transparency is one way to ensure that employees can implement organizational cultural behaviour and retain these human resources. Transparency also increases employee engagement because it can promote goal achievement and job satisfaction when there is trust. As a result, the clarity of an organization creates a positive organizational culture that shows a sense of belonging from employees (Nwobia & Aljohani, 2017). Every employee will get ingrained with long-standing organizational conventions and shared values. This results in an organizational culture, which has an indirect impact on job performance. On the other hand, it will be a loss for the company if employee performance decreases or remains bad. Discipline is a behaviour that must be instilled in every individual inside and outside the organization. Employees who disregard corporate

policies exhibit poor work discipline. On the other side, if employees follow the rules that are in place in the workplace, they demonstrate good work discipline (Partika, Ismanto, 2020). When there is a high level of staff discipline and high work motivation, the performance resulting from a combination of these factors will also be high (Nuzhulya, 2020). In research of (Zamora, 2019), work discipline is an attitude of willingness and willingness of a person to obey and comply with the regulatory norms that apply around employees.

Work experience, which consists of abilities acquired through a formation process and the talents individuals possess in performing their jobs, is the employee's own capital (Situmeang, 2017). According to opinion (Pitriyani, 2020), the secret to raising employee performance is the utilization of an efficient and focused team. It can be difficult to get strong employee performance because many employees still lack the knowledge and experience necessary for managerial positions. However, many employees still lack the necessary work experience, so it will take some time for them to become used to their jobs. (Ratu et al., 2020) explains that organizational culture and work experience have a significant impact on employee performance because an employee can put himself in the right conditions, dare to take consequences, and is confident in doing work with full responsibility. An employee can also use tools as well as possible to develop performance creativity. According to (Bili et al., 2018), organizational culture and work experience have no significant impact on employee performance because there is little to no work experience. Instead, a person's quality and productivity at work are determined by how they interact with others and adhere to organizational culture. Given this context, it would be worthwhile to research "The Influence of Organizational Culture, Work Discipline, and Work Experience on Employee Performance at PT. Omnikopi Kreasi Enak".

## 2. LITERATURE REVIEW

### Organizational Culture

The potential to develop human resources through aspects of shifting attitudes and behaviour—which are anticipated to be able to adapt to current and future challenges—is provided by organizational culture (Manik & Megawawi, 2019). A collective understanding of organizational characteristics, such as decision-making, norms, rules, and laws that are in effect at work, including working circumstances shared by all employees, is referred to as organizational culture. Regarding organizational culture, knowledge of the "personality" of the business, its history, and its objectives is implied. According to Deal & Kennedy (2017), a strong and good culture has a significant impact on an organization's behaviour and performance effectiveness. According to Soedjono's definition in (Yudha, 2018), organizational culture can be identified by its own indicators, which include the following:

1. Innovation and risk taking
2. Attention to detail
3. Outcome orientation
4. People orientation
5. Team orientation

### Work Discipline

According to (Siagian & Khair, 2018), work discipline is a state or attitude of respect that each employee must have in order to follow every company rule and directive in order to correct behaviour and attitudes in terms of knowledge, skills, and work completion. In order to achieve good performance, discipline is helpful in teaching employees to adhere to and enjoy the current rules, processes, and policies. According to (Muchran & Hidayat, 2019), discipline can indicate a person's accountability for a certain duty. Indicators of work discipline, according to Sutrisno (2019), include:

1. Rules on access, exit, and rest times.
2. Basic rules and guidelines on how to behave and dress at work.
3. Regulations on how to perform tasks and interact with other work units.
4. Regulations on what employees may and may not do while working for the company, etc.

### Work Experience

Work experience, according to (Situmeang, 2017), is the capital of the employee themselves and consists of an ability that is acquired via a formation process and the skills that employees possess in order to carry out the activities carried out. (Bili et al., 2018) contend that if the field of work handled while still working is a similar field, experience will form knowledge, skills, and attitudes that are more integrated in a person, which will ultimately form the specialization of work experience obtained while a person is working in a particular area company from the beginning to the present. There are signs of previous employment. Foster (in Sasongko, 2018) claims that there are few indicators to determine work experience, including:

1. Length of time or length of work
2. Level of knowledge and abilities held 1.
3. Expertise with the task and the tools.

### Employee Performance

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with norms and ethics (Muis & Fahmi, 2018). Another opinion from (Usman et al., 2022), employee performance is a measure that can be used to determine comparisons of the results of carrying out tasks, responsibilities given by the organization in certain periods and relatively used to measure achievement. According to (Adha, 2019: 59) performance is a task or responsibility given to each employee to improve work results both in quality and quantity. The indicators are:

1. Workplace cleanliness
2. Finishing the project on time.
3. The quality level of work.

### Relationship between Organizational Culture and Employee Performance

The organization must foster an open environment where staff members can readily exchange ideas, take part in decision-making, and support one another in order to improve employee performance. This environment can be created by the organization's presence and the strength of its organizational culture (Wiratama, 2022). Based on the aforementioned description, it can be inferred that there is a relationship between

organizational culture and productivity. A strong organizational culture will enable effective and efficient involvement and communication as well as create a productive workplace. Therefore, the researchers propose that organizational culture significantly influences employee performance.

H1: Organizational culture significantly affects employee performance

### Relationship between Work Discipline and Employee Performance

Workplace discipline turns into a technique that managers use to communicate to staff members and get them to change a behaviour in order to raise awareness of and availability for those who are abiding by all corporate rules. Research (Malau, 2020) that claims that work discipline has a favorable and considerable impact on employee performance provides proof for this. It was also noted in a different study (Marasabessy, 2020) that employee performance is positively impacted by work discipline. Consequently, the following hypothesis, which is the focus of this study:

H2: Work discipline significantly affects employee performance

### Relationship between Work Experience and Employee Performance

Work experience is the capital of the employee itself consisting of an ability that is obtained from a formation process and the skills possessed by employees in carrying out their duties (Situmeang, 2017). In research (Pitriyani, 2020) states that work experience has a positive effect on employee performance. In addition, research (Bili et al., 2018) also states that work experience has a positive relationship to employee performance. Therefore, the hypothesis put forward in this study:

H3: Work experience significantly affects employee performance.

### Research Model

Based on the theory and hypotheses that have been discussed, this study uses a multiple linear regression model using 3 X variables which refer to Y variables, namely employee performance as shown in the diagram below:

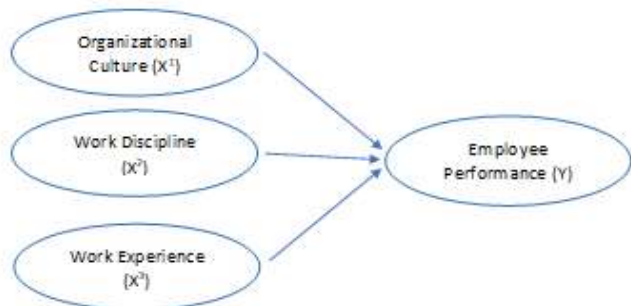


Figure 1. Research Model

## 3. RESEARCH METHOD

The research methodology used in this study is a qualitative approach method, which aims to understand the phenomenon of what is experienced by research subjects, such as behavior, perception, motivation, action, and others, holistically and by way of description in the form of words and language, in a specific natural context, by utilizing various natural methods. Moleong (2017: 6). (2017: 6). In qualitative research, the focus is on the quality rather than the amount of the data collected, which comes through interviews, direct observation, and other pertinent government documents rather than questionnaires. All 34 participants in this study, which examined the effects of phenomena that might have an impact on performance and included workers, store managers, cleaning services, human resources and accountants. An online questionnaire was used as the method of data collection in this study. Researchers used primary data and secondary data in this investigation, respectively. SPSS 25 analysis is used for the data. In this study, reliability analysis with Cronbach's Alpha, Validity, and Multiple Regression were utilized as statistical data analysis methods to examine the variables that affect employee performance.

## 4. RESULTS AND DISCUSSION

### Test Results

Based on research conducted on 34 respondents using the survey method, namely by distributing questionnaires online to employees of PT. Omnikopi Kreasi Enak. The characteristics of the respondents in this study included gender, age, income and period time of work. Descriptions of the characteristics of the respondents in this study are described below.

Table I. Profile of Respondents

Gender	Numbers of respondent	Presentage
Women	8	24%
Man	26	76%
Total	34	100%

Income	Respondent	Presentage
Rp500.000 – Rp1.500.000	19	55.9%
Rp1.501.000 – Rp2.500.000	4	11,8%
Rp2.501.000 – Rp3.500.000	2	5,9%
> Rp3.500.000	9	28,5%

### Validity Test

Validity test is a test used to show the extent to which the measuring instrument used in a measure, measures what is being measured. (Ghozali, 2009) states that the validity test is used to measure the legitimacy or validity of a questionnaire. Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire.

From the results of the correlation calculation, a correlation coefficient will be obtained which is used to measure the level of validity of an item and to determine whether an item is suitable for use or not. In determining whether or not an item is appropriate, a correlation coefficient significance test is usually carried out at a significance level of 0.05, meaning that an item is considered valid if it has a significant correlation with the total score.

From the results of the validity test for each predictor variable in the study, it can be seen that all 36 question items on this research variable were stated to be valid. Because all loading factors on each variable item have a value  $> 0.5$ .

**Table II. Validity Test Result Organizational Culture**

NO	Statement	Person Correlation	Critical Value	Information
1	Q1	0.896	0.50	VALID
2	Q2	0.804	0.50	VALID
3	Q3	0.588	0.50	VALID
4	Q4	0.767	0.50	VALID
5	Q5	0.755	0.50	VALID
6	Q6	0.753	0.50	VALID
7	Q7	0.906	0.50	VALID
8	Q8	0.742	0.50	VALID
9	Q9	0.676	0.50	VALID
10	Q10	0.742	0.50	VALID
9	Q11	0.824	0.50	VALID
10	Q12	0.659	0.50	VALID
9	Q13	0.870	0.50	VALID
10	Q14	0.724	0.50	VALID

**Table III. Validity Test Result Work Discipline**

NO	Statement	Person Correlation	Critical Value	Information
1	Q1	0.710	0.50	VALID
2	Q2	0.707	0.50	VALID
3	Q3	0.897	0.50	VALID
4	Q4	0.804	0.50	VALID
5	Q5	0.710	0.50	VALID
6	Q6	0.802	0.50	VALID
7	Q7	0.801	0.50	VALID
8	Q8	0.794	0.50	VALID

**Table IV. Validity Test Result Work Experience**

NO	Statement	Person Correlation	Critical Value	Information
1	Q1	0.860	0.50	VALID
2	Q2	0.805	0.50	VALID
3	Q3	0.847	0.50	VALID
4	Q4	0.899	0.50	VALID
5	Q5	0.868	0.50	VALID
6	Q6	0.846	0.50	VALID

**Table V. Validity Test Result Employee Performance**

NO	Statement	Person Correlation	Critical Value	Information
1	Q1	0.856	0.50	VALID
2	Q2	0.790	0.50	VALID
3	Q3	0.821	0.50	VALID
4	Q4	0.886	0.50	VALID
5	Q5	0.883	0.50	VALID
6	Q6	0.922	0.50	VALID
7	Q7	0.878	0.50	VALID
8	Q8	0.868	0.50	VALID

### Reliability Test

Reliability is an instrument used in research to obtain information that is used reliably as a data collection tool and is able to reveal actual information in the field (Sugiharto and Situnjak, 2006). So that the reliability test can be used to determine the consistency of the measuring instrument, whether the measuring instrument remains consistent if the measurement is repeated.

A number known as the value of the reliability coefficient serves as an empirical indicator of high and low reliability. A significance value close to 1 indicates a high degree of reliability. There is a general consensus that reliability is sufficient if  $\text{Alpha} > 0.60$ .

The Cronbach's Alpha assessment was used to assess the reliability of each variable (organizational culture, work discipline, and work experience), and the highest result was 0.944, meaning that all were deemed reliable. The research data's Alpha value is more than 0.60, which explains this.

**Table VI. Reliability Test Result**

Variable	Cronbach's Alpha	Information
Organizational Culture	0.944	Reliable
Work Discipline	0.906	Reliable
Work Experience	0.920	Reliable
Employee Performance	0.949	Reliable

### Normality Test

The normality test is a test to ensure that the distribution of data in this study is normally distributed. Data is considered normally distributed if the sig value is  $> 0.05$ . In this study, the normality test used the Kolmogorov Smirnov test. Based on the results of the normality test, the research data is normally distributed, because the sig value is  $> 0.05$ .

**Table VII. One-Sample Kolmogorov-Smirnov Test Result**

TEST STATISTIC	UNSTANDARDIZED RESIDUALS
ASYMP. SIG. (2-TAILED)	0.128

### Multicollinearity Test

Multicollinearity is a condition where one or more independent variables have a correlation or relationship with other independent variables or in other words one or more independent variables are a linear function of the other independent variables (Ghozali, 2011). In this study, the results of the multicollinearity test showed that all variables did not have multicollinearity because the VIF value for each variable was less than 10 and the tolerance value was greater than 0.1.

**Table VIII. Multicollinearity Test Result**

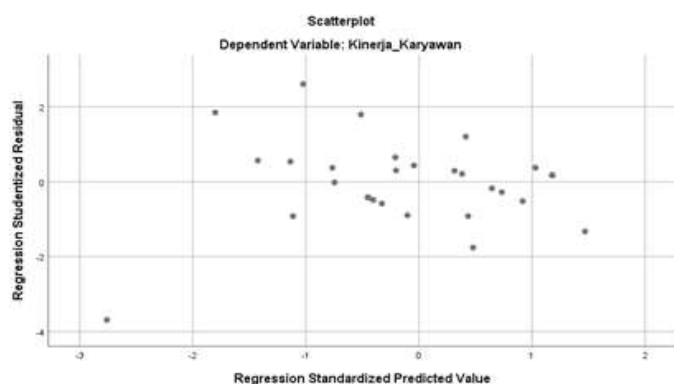
Variable	Collinearity Statistics		Conclusion
	Tolerance	VIF	
Organizational Culture	0,454	2.204	There is no multicollinearity
Work Discipline	0,371	2.699	There is no multicollinearity
Work Experience	0,549	1.822	There is no multicollinearity

### Heteroskedasticity Test

The results of the heteroscedasticity test can be seen from the distribution of the data which looks random and does not form a special pattern. It can be said that there are no heteroscedastic symptoms in the independent variables to be studied. On the other hand, if when conducting the scatter plot test data patterns occur that collect and form a special pattern, it can be said that the data

data is experiencing symptoms of heteroscedasticity. The picture shows the occurrence of a pattern that spreads randomly and the dots do not form a certain pattern. so that the test results do not occur heteroscedasticity.

**Figure II. Heteroskedasticity Test Result**



**R Square Test**

The correlation between two variables: the goal of adjusted R square is to quantify how well the model can account for the variation in the dependent variable. A good model can describe the link between the dependent and independent variables more well, hence the higher the number, the higher the R Square, suggesting a good model. The study's corrected R square value is 0.618. According to this number, the independent variables of corporate culture, work ethics, and work experience might account for 65% of the variation in employee performance. Other factors have an impact on the remaining 35%. Estimates of additional factors that will impact include leadership (Alansori, 2021) and competency (Falah & Ayuningtias, 2020). (Tirtayasa, 2018)

**Table IX. R Square Test Result**

<i>Model</i>	<i>R Square</i>
1	0.652

**F Test**

The F statistic test tests whether the independent variables in the model have a concurrent influence on the dependent variable seen from their significance. The probability level of significance of 0.05 indicates that there is a mutual effect, whereas the probability of 0.05 indicates that there is no significant effect on the independent variable on the dependent variable. The results of the F test in this study obtained an F count of 18,766 with a probability level of 0.000. The probability level is 0.000 < 0.05, so it can be concluded that the regression model can be used to predict employee performance.

**Table X. F Test Result**

Dependent	F	Sig.	Conclusion
Employee Performance	18.766	.000	Significant

**T Test**

The t test was conducted to see the level of significance of each independent variable to the dependent variable. The t test can be said to have a significant effect if it is said that the sig value < 0.005. Based on the t statistical test table, the work experience variable has a positive and significant effect on employee performance, organizational culture and work discipline variables have no significant effect on employee performance.

Therefore, hypothesis H3 is proven and accepted. Meanwhile, organizational culture and work discipline have no significant effect on employee performance, so the H1 and H2 hypotheses are not proven and are rejected.

Regression analysis is a set of statistical methods used for the estimation of relationships between a dependent variable and one or more independent variables. It can be utilized to assess the strength of the relationship between variables and for modelling the future relationship between them. In this case, the value is 6,956. This number is a constant number which means that if there are no X1, X2 and X3 as variables, then the consistent value of Employee Performance is 6,956. The value of organizational culture from the regression coefficient is 0.192. This figure means that for every 1% addition to the Organizational Culture level, Employee Performance will increase by 0.192. Each additional 1% level of Work Discipline, then Employee Performance will increase by -0.165. For every 1% increase in the level of work experience, employee performance will increase by 0.797. The following is the research t test and table:

**Table XI. T Test Result**

Variable	Unstandardized Coefficients (B)	Sig.	Conclusion
(Constant)	6.956	0.120	-
Organizational Culture	0.192	0.089	Insignificant
Work Discipline	-0.165	0.489	Insignificant
Work Experience	0.797	0.000	Significant

**Discussion**

**The Influence of Organizational Culture on Employee Performance**

The results of this study do not support the proposed hypothesis and are contradicting with the research of (Kanasta, 2017), (Nelfianti et al., 2018), (Lovina, Susi Hendriani, 2017) and (Meryati et al., 2020) which state that organizational culture significant effect on employee performance. However, this research supports the claims made by (Alam, 2020), (Asrul, 2021), and (Ikhsan, 2020) which state that organizational culture has no significant effect on employee performance.

With these findings it is understood that an organizational culture that is not strong cannot improve employee performance in completing work optimally. The bonds held between employees, attention to detail, and stability are lacking. The company also does not provide direction and warnings to employees so that the organizational culture does not work.

**The Influence of Work Discipline on Employee Performance**

The results of this study do not support the proposed hypothesis and are contradicting with the research of (Mardiana, 2021), (Waoma, 2021), and (Ariesni & Asnur, 2021) which state that work discipline has a significant effect on employee performance. But this research supports the claims made by (Muna, 2022), (Kumarawati et al., 2017), and (Jayanto, 2020) which state that work discipline has a negative effect on employee performance.

Based on the research, it can be concluded that the work discipline applied to the company is not optimal enough to increase employee performance in carrying out their work optimally.

The Influence of Work Experience on Employee Performance  
The results of this study do not support the proposed supports the claims made by (Octavianus, 2018), (Zulkarnain & Gah, 2021), and (Latif, 2019) which state that work discipline has a significant effect on employee performance. However, this research is contradicting with the research (Dasururi, 2022), (Sitompul, 2021) and (Pratama, 2020) which state that work experience has a positive and significant effect on employee performance.

(Bili et al., 2018) contend that if the field of work handled while still working is a similar field, experience will form knowledge, skills, and attitudes that are more integrated in a person, which will ultimately form the specialization of work experience obtained while a person is working in a particular area. Skilled employees are crucial for the company's growth as well as the employee performance.

## 5. CONCLUSION

The following research findings are attained based on the research findings; First, there is no partial or major impact of the Organizational Culture variable on worker performance. Second, the factor of work discipline just slightly and insignificantly affects employee productivity. Third, Hypothesis 3 is confirmed, indicating that Work Experience partially influences Employee Performance in a Positive and Significant Way. This study has some restrictions because the survey was administered online, making it unable to control the respondents' responses and restricting the conclusions to those based solely on the data gathered. It is advised that future researchers look into additional factors that may have an impact on employee performance in order to supplement the independent variables of this study. For example, employee performance may be impacted by factors like motivation, job happiness, aptitude, and leadership. In order to ensure that the results are consistent with the actual circumstances, researchers are also expected to supervise respondents as they complete questionnaires.

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