

THE EFFECT OF ORGANIZATIONAL CULTURE, WORK EXPERIENCE, AND MOTIVATION ON EMPLOYEE PERFORMANCE OF PT TIGA SERANGKAI



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ABSTRACT

This study aims to analyze the effect of organizational culture, work experience, and motivation on employee performance of PT Tiga Serangkai. The research employs a quantitative approach using a survey method. The respondents consist of employees from various departments within PT Tiga Serangkai who were selected through a purposive sampling technique. Data were collected through structured questionnaires and analyzed using multiple linear regression analysis. The results of the partial test indicate that organizational culture, work experience, and motivation each have a positive and significant effect on employee performance. Furthermore, the simultaneous test confirms that these three variables collectively influence employee performance significantly. These findings highlight the importance of fostering a supportive organizational culture, enhancing employee experience, and maintaining high motivation levels to improve overall performance within the company.

Keywords: Organizational Culture; Work Experience; Motivation ; Employee Performance

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INTRODUCTION

Human Resources (HR) is one of the most important and inexplicable things for any organization, both businesses and institutions (Armstrong & Taylor, 2023; Noe et al., 2022). HR also functions as a business development tool, essentially HR in the form of humans employed by an organization as a means to achieve its goals as movers, thinkers, and planning (Dessler, 2020; Mathis & Jackson, 2022). Human resources are the integrated ability of the thinking power and physical power that individuals have (Hasibuan, 2021). According to Daspar (2020), human resource management is the process of managing people, through planning, recruitment, selection, training, development, compensation, career, safety and health and maintaining labor relations in order to achieve company goals and improve stakeholder welfare.

Maximizing the tasks and responsibilities that have been given by the company is a form of high commitment from an employee, and a reference to whether the employee is performing well or poorly. Employees who do not successfully complete their duties in accordance with what has been given by the company will result in a decrease in company performance (Hermawan et al., 2020). Performance is the final result or level of success of a person in completing a task within a certain period of time compared to various possibilities such as work results, targets, goals, and standards of work results that have been determined in advance and agreed upon (Supratman et al., 2024).

These three factors; organizational culture, work experience, and motivation interact and influence each other in shaping employee performance (Robbins & Judge, 2022; Luthans, 2021). A supportive organizational culture will create a conducive work atmosphere, which will increase motivation and encourage employees to excel (Schein & Schein, 2021; Kreitner & Kinicki, 2022). More work experience provides the necessary expertise to carry out tasks efficiently, while high motivation makes employees more committed to delivering the best results (Ivancevich et al., 2020; Robbins & Judge, 2022). This dynamic interplay between organizational culture, work experience, and motivation can be clearly observed in real-world organizational settings, such as in PT Tiga Serangkai. Therefore, proper management of these three factors is crucial for PT Tiga Serangkai to achieve company goals and increase competitiveness in the market.

PT Tiga Serangkai is a company engaged in book publishing and distribution, focusing on providing quality literature in the Indonesian market. In facing the challenges of globalization and increasingly fierce industry competition, PT Tiga Serangkai realizes the importance of factors that can improve employee performance to achieve company goals more effectively. One way that can be done is through understanding and managing the factors that affect performance, namely organizational culture, work experience, and motivation. These three elements are expected to work synergistically to encourage employee productivity and work quality, which in turn has an impact on company progress.

The author had conducted a pre-field survey and direct interviews with several employees of PT Tiga Serangkai. One of the main problems found is the discrepancy between the expected organizational culture and the implementation in the field. An employee stated, *"The company's organizational culture is very supportive of teamwork, but sometimes in practice, there are differences between departments that affect communication. This has hampered some projects."* This disharmony between departments shows the challenge of creating a truly inclusive culture that supports each individual to work to their full potential.

In addition, while work experience in this company is considered an important factor in improving performance, there are also barriers to its utilization. A senior

employee explained, *"I've been working here for quite some time, but sometimes I feel like my skills are not being utilized to their full potential. There are tasks that I should be good at, but I still feel there is room for improvement in training and development."* This indicates that although employee experience is very important, companies need to pay attention to utilizing this experience more optimally in various aspects of work. Motivation is also a complex factor in this company. Although the company has offered compensation and rewards, some employees expressed dissatisfaction with the incentive system implemented. *"I feel that the rewards given are not in accordance with the level of difficulty of the work we do. There may be a difference in views between management and employees on what is considered a decent reward,"* said one employee. This shows that while employee motivation is an important factor, the management of incentives and rewards needs to be more customized in order to effectively improve performance.

Based on the results of previous research by Marlina et al., (2023) in showing that organizational culture and work motivation have a positive and significant effect on employee performance at Anjungan Lampung TMII. The research by Paramita et al., (2020) show that organizational culture has no significant effect on employee performance. In contrast, the research by Situru et al., (2024) found that organizational culture affects the performance of employees of the Tana Toraja Regency Regional Revenue and Financial Management Agency. Based on the phenomena described and the inconsistent results of several previous studies, the authors are interested in conducting deeper research to examine and analyze whether organizational culture have an influence on employee performance.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Organizational Culture

According to Luthans in Jufrizen & Rahmadhani (2020) states that, organizational culture is the norms and values that direct the behavior of organizational members. Each member will behave in accordance with the prevailing culture in order to be accepted by his environment. Furthermore, according to Adiawaty (2021), explaining organizational culture is sharing social knowledge in an organization regarding rules, norms and values that shape employee attitudes and behavior. This process is inseparable from the role of the leadership in internalizing the rules, norms, values so that the final result of the internalization process shapes the attitudes and behavior of organizational members. Dimensions and performance indicators according to Dewi (2023); 1. Trustworthy, 2. Competent, 3. Harmonious, 4. Loyal, 5. Adaptive, 6. Collaborative.

It can be concluded that organizational culture plays an important role in shaping employee attitudes and behavior. A good organizational culture will have a positive impact on the performance of PT Tiga Serangkai employees. With values such as trust, competence harmony, loyalty, adaptation, and collaboration, employees are expected to work optimally, increase productivity, and contribute to achieving company goals.

This relationship becomes the basis for formulating the following hypothesis.

H1 : Organizational Culture affects Employee Performance at PT Tiga Serangkai

Work Experience

Work experience is a measurement related to the length of time or tenure required by employees in understanding a list of job duties and carried out properly (Kumbadewi, 2021). Foster (2008) states that work experience is a measure of the length of time or tenure taken by employees in understanding job duties and carried out properly. Meanwhile, Seniority (2010) mentions the term "length of service" or work experience is the length of time an employee serves a certain company, optimal work depends on abilities, and skills.

Work experience is a process of forming knowledge or skills in a job and employees are directly involved in carrying out job duties (Mangkunegara, 2022; Hasibuan, 2021). Work experience is measured by how long a person has worked or it is seen from his work period (Sutrisno, 2020; Rivai, 2021). In addition, work experience is also monitored through how much variety of work a person has done including the form of responsibilities and duties (Simamora, 2021; Wibowo, 2020). According to Schmidt et al. (1988) in Mardikaningsih & Arifin (2022), a person's work experience can be reviewed from (1) mastery of the job; (2) work knowledge and skills (3) length of service.

Employee performance is a major factor in the success of PT Tiga Serangkai. Employees who have sufficient work experience will more easily understand their duties and responsibilities, so they can work more effectively and efficiently. With good work experience, employees will be more skillful, confident in making decisions, and have better managerial abilities, which ultimately have a positive impact on their performance.

Based on this consideration, the following hypothesis is proposed:

H2 : Work Experience affects Employee Performance at PT Tiga Serangkai

Motivation

Motivation as a management concept has attracted a lot of attention from experts. This is understandable considering how important motivation is in organizational life (Robbins & Judge, 2022; Hasibuan, 2021). According to Rismawati et al., (2021), motivation can be defined as the strength of a person's energy that can cause the level of persistence and enthusiasm in carrying out an activity, both from within the individual himself intrinsic motivation and from outside the individual extrinsic motivation. Then, according to Hustia (2020), motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals.

According to Suryandika et al. (2016) in Tarae and Sundari et al. (2024), which states that the aspects of work motivation in this study consist of: 1) Recognition / appreciation; 2) Achievement; 3) Promotion; 4) Interpersonal Relationships; 5) Salary; and 6) Working Conditions. Motivation has a crucial role in improving employee performance at PT Tiga Serangkai. When employees feel valued, have the opportunity to develop, get fair compensation, and work in a supportive environment, they will be more motivated to work optimally.

Therefore, the following hypothesis is formulated:

H3 : Motivation affects the performance of employees of PT Tiga Serangkai

Performance

Performance is an important aspect in efforts to achieve company goals (Mangkunegara, 2022; Wibowo, 2021). With good employee performance in a company, the company will be able to achieve its desired goals (Rosalina & Wati, 2020). Hustia (2020), states that performance is a display of the situation as a whole for changes during a certain period, which is the result or achievement that is influenced by the company's operational

activities in utilizing its resources. Meanwhile, according to Jufrizen and Rahmadhani (2020), performance is a result of the work achieved by a person in carrying out the tasks assigned to him which is based on ability, experience and seriousness and time. Likewise, if employee performance decreases, it can also affect and reduce company performance and the goals set will be difficult to achieve (Sutrisno, 2020; Rivai, 2021).

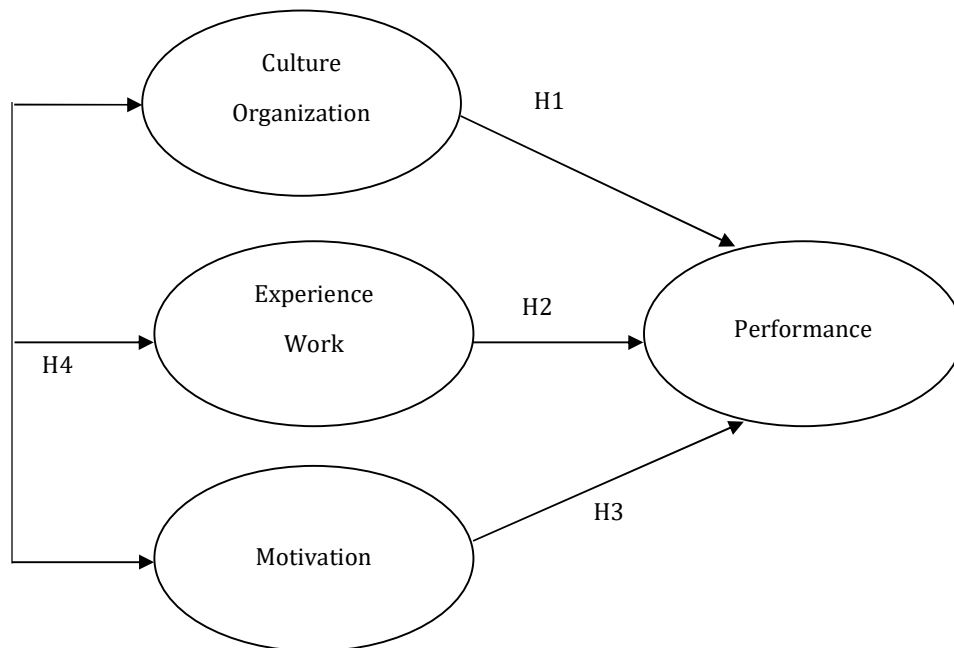
This employee performance has several dimensions and indicators. Dimensions and indicators of performance according to Robbins & Judge (2016) in (Maulia 2023); 1. Quality of Work, 2. Quantity, 3. Timeliness, 4. Effectiveness, 5. Independence, 6. Cooperation.

This consideration leads to the formulation of the following hypothesis:

H4: At PT Tiga Serangkai, Organizational Culture, Work Experience and Motivation have the same effect on Employee Performance

Research Framework

Figure 1 illustrates the conceptual framework that describes the relationship between organizational culture, work experience, and motivation toward employee performance. In this model, the three independent variables ; organizational culture, work experience, and motivation are assumed to influence the dependent variable, namely employee performance.



Source: Constructed by authors for this study, 2025

Figure 1
Research Framework

METHOD

This research uses a quantitative approach. The ideology of positivism serves as the basis for a quantitative research approach, which is used to study a particular population or sample (Sugiyono, 2020). The term "population" includes not only human resources but

also natural entities. Population is not just the number of objects or subjects studied, but also includes all the characteristics possessed by the object or subject (Sugiyono, 2020).

This research will take place at PT Tiga Serangkai which is located at Jalan Sultan Agung No.44/3, Sepang Jaya, Labuhan Ratu, Bandar Lampung City, Lampung 35142. This research is scheduled to take place from November to completion, involving a total population of 32 employees, consisting of 28 permanent employees and 4 non-permanent employees. For the purposes of this study, the sample size will be determined based on the employee population of 32 employees.

Sugiyono (2020) states that the sample is the number of populations that have the characteristics of the population. Determination of this sample uses nonprobability sampling technique with saturated sampling method. Non probability sampling refers to a technique where all members of the population have the same opportunity to be selected as a sample (Sugiyono, 2020). By using a saturated sampling approach, the number of samples is selected according to the researcher's specifications based on certain attributes (Sugiyono, 2020).

Employee performance (Y) is the dependent variable in this study, while organizational culture (X1), work experience (X2) and motivation (X3) are independent variables. Primary and secondary data sources were used in this study. Researchers used techniques such as interviews and sending questionnaires containing comments or questions to be responded to by respondents to obtain primary data directly. The questionnaire uses a Likert scale ranging from 1 to 5: a score of 5 indicates "Strongly Agree" (SS), 4 indicates "Agree" (S), 3 indicates "Neutral" (N), 2 signifies "Disagree" (TS), and 1 means "Strongly Disagree" (ST). Responses will be collected and analyzed using IBM SPSS 25. Secondary data will be sourced from previous research journals, articles, and expert literature.

This data acquisition was analyzed using validity, reliability, multiple linear regression, partial test, simulation test and determination coefficient. In data processing using the IBM SPSS 25 application. The equation for the regression model used is:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Y = Dependent variable

a = Constant

β = Regression coefficient

X = Independent variable

e = Error term

Variable operations are needed to make it easier for researchers to measure and understand each variable to be studied. Each variable is given a sub variable, and developed into indicators which will then become a reference in making questions or statements on the questionnaire to be distributed. Table 1 presents the operational definitions of the research variables, including indicators and item statements used to measure employee performance, organizational culture, work experience, and motivation. Each variable is measured using a Likert scale, and the indicators are adapted from relevant scholarly sources.

Table 1
Operational Definition

Research Variables	Indicator	Item	Scale	Source
Employee performance (Y) Performance is an important aspect in efforts to achieve company goals. With good employee performance in a company, the company will be able to achieve its desired goals.	1. Quality of Work	1. As an employee of PT Tiga Serangkai, I have a good quality of work individually.	Likert	Robbins & Judge, 2016) in Dewi (2023)
	2. Quantity	2. I am able to complete a large amount of work.		
	3. Timeliness	3. I am able to complete my work within the stipulated time.		
	4. Effectiveness	4. As an employee of PT Tiga Serangkai, I can complete my work with maximum results.		
	5. Independence	5. I am able to complete work individually without having to wait for other employees.		
	6. Cooperation	6. I am able to cooperate with other employees in completing work.		
Organizational culture (X1) is the norms and values that direct the behavior of organizational members. Each member will behave in accordance with the prevailing culture in order to be accepted by his environment.	1. Trust	1. I always uphold the trust given by the company.	Likert	Maulia (2023)
	2. Competent	2. I am able to continuously learn and develop my capabilities		
	3. Harmonious	3. So far, as an employee of PT Tiga Serangkai, I care and respect differences between fellow employees.		
	4. Loyal	4. So far, I have been able to dedicate and use the interests of the nation and the State.		
	5. Adaptive	5. I continue to innovate and be enthusiastic in facing the changes that exist at PT Tiga Serangkai.		
	6. Collaborative	6. As an employee, I always build synergistic cooperation between employees.		
Work experience (X2) is a measurement related to the length of time or tenure required by	1. Mastery of work	1. I was able to complete the assignment according to the deadline.	Likert	Mardikaningsih (2022)
	2. Working knowledge and skills			
	3. Length of			

Research Variables	Indicator	Item	Scale	Source
employees in understanding the list of tasks of a job and carried out properly.		2. I always make sure that my work is double-checked before submission.		
		3. My experience in this job helps me work more efficiently.		
		4. I understand all the procedures and tasks associated with my job.		
		5. I actively develop the skills necessary to improve my work.		
Motivation (X3) as a management concept attracts a lot of attention from experts. This is understandable considering how important motivation is in organizational life.	1. Recognition/ Rewards	1. The praise given by my superiors for my work makes me more enthusiastic at work.	Likert	According to Suryandika et al. (2016) in (Tarae and Sundari et al. (2024)
	2. Achievements	2. I am very happy to use my creativity at work.		
	3. Promotion/ Rank	3. I take my work seriously in order to get a better position.		
	4. Inter-personal relationships	4. Friendly and familiar relationships among fellow employees make me feel comfortable at work.		
	5. Salary	5. The salary I receive is sufficient, so it can motivate me to do my job better.		
	6. Working conditions	6. I am still eager to work if I have to work overtime.		

RESULTS AND DISCUSSION

Respondent Description

Respondent description is the part that explains the demographic characteristics of the respondents in the research. This information includes aspects such as gender, education level, age, occupation, and others that are relevant. The aim is to provide an overview of who participated in the research so that readers can understand the background of the respondents and assess the extent to which the research results can be generalized. Table 2 presents the demographic characteristics of the respondents, including gender, education level, and age categories. This information provides an overview of the sample involved in the study and ensures that the analysis considers the diversity of the participants.

Table 2
Respondent Description

Gender	Number of Respondents	Percentage
Male	20	62,5%
Female	12	37,5%
Total	32	100%
Education Level	Number of Respondents	Percentage
SMA/SMK	9	28,1%
D3	13	40,6%
S1	10	31,3%
Total	32	100%
Age	Number of Respondents	Percentage
20 - 25 Years	3	9,4%
26 - 30 Years	12	37,5%
31 - 35 Years	11	34,4%
36 - 40 Years	5	15,6%
41 Years and Above	1	3,1%
Total	32	100%

Source : Obtained from questionnaire data, 2025

Validity Test

The validity test is used to measure whether a questionnaire is valid or not. 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 that we have made by measuring what we want to measure (Darma, 2021). Taking an item valid or invalid can be known by correlating the item score with the total score if the correlation r is above 0.05, it can be concluded that the instrument item is valid and vice versa if it is below 0.05, the instrument item is invalid so it must be corrected or discarded. In this study, in testing the validity of researchers using measuring instruments in the form of a computer program, namely IBM SPSS version 25 (Sugiyono, 2022; Arikunto, 2021).

In the validity test it is known that the question has an N value of 32. Determination of R_{table} by looking at the probability, namely a two-way test with a significance level of 0.05. Furthermore, calculate the value of the degree of freedom (df), namely $df = n-2$. Then it can be seen that the value of $df = 32-2 = 30$. Thus, the R_{table} validity test in this analysis is 0.349. The complete validity test can be seen in the following Table 3:

Table 3
Validity Test

Variables	R_{count}	R_{table}	Description
Organizational Culture (X1)			Valid
X1.1	0,622	0,349	
X1.2	0,824	0,349	
X1.3	0,700	0,349	
X1.4	0,630	0,349	
X1.5	0,817	0,349	
X1.6	0,456	0,349	
Work Experience (X2)			Valid
X2.1	0,703	0,349	
X2.2	0,750	0,349	
X2.3	0,826	0,349	
X2.4	0,848	0,349	
X2.5	0,698	0,349	

Work Motivation (X3)			Valid
X3.1	0,545	0,349	
X3.2	0,673	0,349	
X3.3	0,542	0,349	
X3.4	0,501	0,349	
X3.5	0,842	0,349	
X3.6	0,695	0,349	
Employee Performance (Y)			Valid
Y1	0,552	0,349	
Y2	0,603	0,349	
Y3	0,562	0,349	
Y4	0,471	0,349	
Y5	0,786	0,349	
Y6	0,872	0,349	

Source: Data processed with SPSS 25, 2025

Based on the results of the validity test that has been carried out, it is found that the overall test results on each statement item on all variables produce a correlation value of $R_{count} > R_{table}$. It can be concluded that all statement items are declared valid.

Reliability Test

Reliability testing is used to show and prove that a data instrument can be trusted enough to be used as a data collection tool because the instrument is good (Sugiyono, 2019). The alpha coefficient can be said to be reliable when the Cronbach Alpha value is > 0.6 (Ghozali, 2021; Sugiyono, 2022). The data calculation will be carried out with the help of the IBM SPSS version 25 program. The results of the reliability test for each variable can be seen in the following Table 4:

Table 4
Reliability Test

Variables	Cornbach Alpha	Conclusion
Organizational Culture (X1)	0.7877	Reliable
Work Experience (X2)		
Motivation (X3)		
Performance (Y)		

Source: Data Processed with SPSS 25, 2025

Based on the Table 4, it is known that the results of the reliability test on each variable obtained a reliable value with the results of *Cronbach Alpha* > 0.60 , so that the data these results indicate that the entire variable is declared reliable and reliable.

Multiple Linear Regression Analysis

The influence between the independent variables, namely the variables of organizational culture, work experience, and work motivation on the dependent variable, namely employee performance, can be determined by testing multiple linear regression analysis (Ghozali, 2021; Santoso, 2020). This test was carried out with a tool in the form of a computer with the SPSS (Statistical Program for Social Science) version 25 program:

Table 5

Multiple Linear Regression Analysis

<i>Coefficients^a</i>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.171	2.986		.392
	Organizational Culture	.303	.133	.288	.031
	Work Experience	.276	.131	.295	.044
	Work Motivation	.414	.153	.416	.011

a. Dependent Variable: Employee Performance

Source: Data processed with SPSS 25, 2025

Based on Table 5, the multiple linear regression equation model can be obtained as follows:

$$Y = 1.171 + 0.303X_1 + 0.276X_2 + 0.414X_3 + \varepsilon$$

Then the interpretation of the equation is as follows:

1. Based on the equation, the constant value (a) is 1.171, which means that if the variables of organizational culture, work experience, and work motivation have a value = 0, then the value of employee performance is 1.171.
2. The coefficient value of the organizational culture variable (X1) is 0.303, which means that if the organizational culture increases by 1, employee performance will increase by 0.303. The regression coefficient is positive between organizational culture and employee performance. This shows that if the organizational culture increases, employee performance will also increase.
3. The coefficient value of the work experience variable (X2) is 0.276, which means that if work experience increases by 1, employee performance will increase by 0.276. The regression coefficient is positive between work experience and employee performance. This shows that if work experience increases, employee performance will also increase.
4. The coefficient value of the work motivation variable (X3) is 0.414, meaning that if work motivation increases by 1, employee performance will increase by 0.414. The regression coefficient is positive between work motivation and employee performance. This shows that if work motivation increases, employee performance will also increase.

Partial Test (T Test)

Hypothesis testing is carried out to show how far the influence of the independent variable on the dependent variable individually (Ghozali, 2021; Sugiyono, 2021). In this study, hypothesis testing was used to determine the effect of organizational culture variables, work experience, and work motivation on employee performance variables. With the criteria if t count is greater than t table then the independent variable affects the dependent variable (Ghozali, 2021; Sugiyono, 2021). The results of hypothesis testing can be seen as follows: the t-test analysis presented in Table 6 shows the effect of each independent variable on the dependent variable, based on the comparison between the t-count and t-table values.

Table 6
T-test Analysis Results

<i>Coefficients^a</i>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.171	2.986		.698
	Organizational Culture	.303	.133	.288	.031
	Work Experience	.276	.131	.295	.044
	Work Motivation	.414	.153	.416	.011

a. Dependent Variable: Employee Performance

Source: Data processed IBM SPSS 25, 2025

1. The results of testing the effect of organizational culture on employee performance
Based on the table 6, the t_{count} value is 2.272 and t_{table} 2.045 so it can be concluded that $t_{(\text{count})} > t_{\text{table}}$ and a significant value of $0.031 < 0.05$ is obtained. Based on the hypothesis, it can be interpreted that H_1 is accepted. Thus the organizational culture variable partially has a positive and significant effect on employee performance.
2. The results of testing the effect of work experience on employee performance
Based on the table above, the t_{count} value is 2.113 and t_{table} 2.045 so it can be concluded that $t_{(\text{count})} > t_{\text{table}}$ and a significant value of $0.044 < 0.05$ is obtained. Based on the hypothesis, it can be interpreted that H_2 is accepted. Thus the work experience variable partially has a positive and significant effect on employee performance.
3. The results of testing the effect of work motivation on employee performance
Based on the table above, the t_{count} value is 2.711 and t_{table} 2.045 so it can be concluded that $t_{(\text{count})} > t_{\text{table}}$ and a significant value of $0.011 < 0.05$ is obtained. Based on the hypothesis, it can be interpreted that H_3 is accepted. Thus the work motivation variable partially has a positive and significant effect on employee performance.

Simultaneous Test (F Test)

A simultaneous test, commonly referred to as the F-test in multiple linear regression analysis, is used to determine whether all independent variables jointly have a significant effect on the dependent variable. The purpose of the simultaneous test is to assess the overall significance of the regression model by testing the null hypothesis that all regression coefficients are equal to zero simultaneously (Ghozali, 2018). The criteria used in this test involve comparing the F count with the F table or evaluating the significance value (p-value). If the F count $>$ F table or the significance value < 0.05 , then the regression model is considered statistically significant, meaning that the independent variables simultaneously influence the dependent variable (Sugiyono, 2021). Therefore, this test plays a crucial role in validating the relevance of the regression model as a whole in explaining the variation of the dependent variable.

The results of simultaneous testing or the F test can be seen in the Table 7 as follows.

Table 7

F test**ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	329.998	3	109.999	17.816	.000 ^b
	Residuals	172.877	28	6.174		
	Total	502.875	31			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Organizational Culture, Work Experience

Source: Data processed with IBM SPSS 25, 2025

Based on table 7, it can be seen with $df (n_1) = 2$, $df (n_2) = 29$, then obtained $F_{(table)}$ of 3.328. From the results of the simultaneous test or F test, the F_{count} value is 17.816 and the F_{table} value is 3.328. Then this value shows $F_{(count)} > F_{table}$ with a significance level of $0.000 < \alpha 0.05$. Based on the hypothesis, it can be interpreted that H_4 is accepted, so that overall the independent variables, namely organizational culture, work experience, and work motivation have an influence on employee performance as the dependent variable.

Coefficient of Determination (R²)

The Coefficient of Determination (R^2) is a statistical measure used to determine the proportion of the variance in the dependent variable that is predictable from the independent variables in a regression model. In other words, it shows how well the independent variables collectively explain the variability of the dependent variable (Ghozali, 2018). The purpose of using R^2 is to assess the goodness of fit of a regression model, indicating the strength of the relationship between the predictor variables and the outcome variable. A higher R^2 value suggests that the model explains a greater portion of the variance, thereby indicating stronger explanatory power.

In terms of criteria, R^2 values range from 0 to 1. A value closer to 1 indicates a stronger explanatory ability of the model, while a value closer to 0 suggests a weaker relationship (Sugiyono, 2021). However, in multiple regression, the Adjusted R^2 is also considered important, as it adjusts for the number of predictors in the model and provides a more accurate measure in models with multiple variables. In decision-making, if the R^2 value is above 0.50, the model is often considered moderately strong, whereas values above 0.75 are considered high (Ghozali, 2018). Thus, based on Table 8, with an R^2 of 0.656, it can be concluded that 65.6% of the variation in employee performance can be explained by the variables of work motivation, organizational culture, and work experience.

The results of multiple linear regression analysis testing also produce a coefficient of determination R^2 . This value can be seen in the following Table 8.

Table 8
Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.810 ^a	.656	.619	2.48479	1.801

a. Predictors: (Constant), Work Motivation, Organizational Culture, Work Experience

b. Dependent Variable: Employee Performance

Source: Data processed by IBM SPSS 25, 2025

Based on table 8, the coefficient of determination (R^2) can be seen in the *R Square* column, which is 0.656. This value explains that the magnitude of the influence of organizational culture variables, work experience, and work motivation on employee performance variables is 0.656 (65.6%) while 34.4% is influenced by other variables outside of the research model.

The Effect of Organizational Culture on Employee Performance

The test results that have been conducted by researchers show that the organizational culture variable has a positive and significant influence on the performance of employees of PT Tiga Serangkai. The existence of a supportive culture in the organization encourages employees to work more effectively, increases satisfaction, and facilitates their self-development, all of which contribute to improving individual and team performance.

Based on the statement items of the Organizational Culture variable which has 6 statements and 6 indicators, the highest mean value is on the statement item "I always uphold the trust given by the company" This proves that they show a person's commitment and integrity in carrying out their duties and responsibilities within the company. While the lowest mean value is on the statement item "I continue to innovate and be enthusiastic in facing changes at PT Tiga Serangkai" This shows that most employees feel less enthusiastic or ready to face changes in the company. This finding is reinforced by the findings conducted by Dewi (2023) and Adywyaty (2021) showing that Organizational Culture has a significant effect on employee performance.

The Effect of Work Experience on Employee Performance

The test results that have been carried out by researchers show that the Work Experience variable has a positive and significant influence on the performance of PT Tiga Serangkai employees. Work experience has a positive and significant effect because work experience provides practical skills and a deeper understanding of the tasks and responsibilities faced in the job.

Based on the work experience variable statement items consisting of 5 statements and 3 indicators. The highest mean value is in the statement "I understand all procedures and tasks related to my job" This proves that they feel confident in their knowledge and skills in carrying out their duties. While the lowest mean value is in the statement item "My experience in this job helps me work more efficiently". This shows that many employees feel that their experience in the job does not make a significant contribution to increasing their efficiency. Perhaps they feel that the experience gained is not enough to improve the way they work. This finding is reinforced by the findings conducted by Kumbadewi (2021) and Tarae et al. (2024) also show that work experience has a significant effect on employee performance.

The Effect of Motivation on Performance

Tests that have been conducted by researchers show that the Motivation variable has a positive and significant effect on the performance of Pt Tiga Serangkai employees. Motivation has a positive and significant effect on employee performance because motivation acts as the main driver in increasing efforts and achieving goals.

Based on the Motivation variable statement items consisting of 6 statements and 6 indicators. The highest mean value is in the statement "Praise given by superiors for the results of work makes me more enthusiastic at work". This proves that appreciation and praise from superiors play a big role in increasing employee morale and motivation. Meanwhile, the lowest mean value is on the statement item "I am still enthusiastic about

working if I have to work overtime". This shows that many employees feel burdened by additional working hours or overtime. Employees may feel that overtime work disrupts the balance between their personal and work lives. Too high a workload or constant overtime can lower morale and affect employee satisfaction. This finding is reinforced by the results conducted by Rismawati et al., (2021), Hustia (2020), Tarae et al. (2024), also shows that motivation has a significant effect on employee performance.

The Effect of Organizational Culture, Work Experience and Motivation on Employee Performance

The results of the simultaneous test that have been carried out, it is found that overall the independent variables, namely organizational culture, work experience, and work motivation, have an influence on employee performance as the dependent variable. From the findings on respondents who show differences in the level of confidence and limitations in completing work, these three variables work together to create a supportive work environment, develop skills, and increase employee enthusiasm and commitment to work, which ultimately improves employee performance.

Based on the results of respondents' answers with a total of 6 statements and 6 indicators, the highest mean value is on the statement item "I have the ability to complete work individually without having to wait for other employees". This shows that employees feel confident and independent in completing their tasks or work without depending on other employees. The lowest mean value is on the item "I am able to complete a large amount of work". This shows that many employees feel difficult or burdened with large volumes of work. These findings are supported by Dewi (2023) stated that motivational factors and good organisational culture can increase the efficiency and resilience of employees in the face of heavy workloads.

CONCLUSION AND SUGGESTION

Several conclusions can be drawn from the results of the analysis and discussion: that employee performance is positively and significantly influenced by organizational culture, employee performance is positively and significantly influenced by work experience and employee performance is positively and significantly influenced by motivation on the performance of PT Tiga Serangkai employees.

Based on the results of the study, it can be concluded that organizational culture, work experience, and work motivation simultaneously have a positive and significant effect on employee performance at PT Tiga Serangkai. This is supported by the F-test result, where the F-count value (17.816) is greater than the F-table value (3.328) with a significance level of $0.000 < 0.05$. These findings indicate that a supportive organizational culture, adequate work experience, and high levels of motivation contribute significantly to creating a productive work environment and enhancing employee commitment. Employees who feel confident working independently reflect that the company has successfully instilled positive work values, although some still feel burdened when facing a high workload.

Following these findings, the company is advised to continuously strengthen an organizational culture that promotes collaboration and independent work, so that employees can feel more confident in handling job challenges. Regular training and capacity-building programs should be implemented to improve employees' skills and experience, particularly in managing heavy workloads. Furthermore, both intrinsic and extrinsic motivational factors should be addressed by providing rewards, constructive feedback, and a positive, engaging work atmosphere. By doing so, it is expected that

employee performance will improve and positively impact the company's overall productivity.

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