



Original Article

The Effect of Work Motivation, Work Culture, Leadership and Work Experience on Employee Performance at Nusa Tenggara Barat Province, Indonesia

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Abstract. Employee performance is a vital aspect of organizational success, which is influenced by various factors including work motivation, work culture, leadership, and work experience. This study aims to evaluate the influence of these factors on employee performance at BPS Nusa Tenggara Barat (NTB) Province. The research method used is the Chi-Square test to analyze data obtained from a survey conducted on employees of BPS NTB Province. A total of 43 respondents were taken as samples for this study. Data analysis shows that work motivation and work culture have no significant influence on employee performance at BPS NTB Province. However, leadership is proven to have a significant influence on employee performance, while work experience has no significant influence. These findings highlight the importance of management focus on developing effective leadership to improve employee performance at BPS NTB Province.

Keywords: Work motivation, Work culture, Leadership, Employee performance, Work experience.

A. INTRODUCTION

Human Resources (HR) is the most important factor in supporting the success of an organization [1]. Especially as a source of labor in an organizational unit is needed to produce quality products, both products in the form of goods or products in the form of services [2]. Employee productivity is often the center of attention in an effort to improve performance that affects organizational efficiency and effectiveness [3]. Therefore, employees play a very strategic role in an organization. In realizing its existence in order to achieve goals, an organization needs effective human resource planning. Afifa and Dharasta [4], states that human resources in a company are a key factor for the running of the company in the present and the development of the company in the future, which is one of the operating factors besides machines, equipment, materials and funds..

The ability of human resources to carry out their work functions can affect the level of success of an organization in achieving predetermined goals [5]. We can see the ability of human resources in an organization through the level of performance in completing the tasks and responsibilities that have been given. Wangi et al. [6] performance is a record of the results produced for certain job functions or activities during a certain period of time. Performance is a description of the level of achievement of the implementation of obligations in an organization, in an effort to realize the goals, objectives, mission, and vision of the organization [7], [8]. So that performance is a result that a person achieves according to the goals, objectives, mission and vision that apply to the job in question [9]. Thus, performance is not just about the personal characteristics shown by a person, but the results of the work that has been and will be done by a person.

Good performance and can realize the goals, objectives, mission and vision of the organization cannot be separated from the factors that influence the performance itself.

Article info

Received:
2024-4-27

Accepted:
2024-7-22

Published:
2024-7-22



According to Alzoraiki et al. [10] the factors that affect employee performance are knowledge, work design, personality, work motivation, work culture, leadership and work experience. Of the several factors that affect employee performance, researchers are interested in analyzing the factors of work motivation, work culture, leadership and work experience. In an organization or company, work motivation is very important in influencing employee performance which is an encouragement that comes from within the employee and from outside that can increase the employee's willingness to work. Motivation is formed from the attitude of employees in dealing with work situations in the organization. Wijaya and Kartini [11] said that work motivation is providing a driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. So it can be concluded that work motivation is nothing other than something that gives rise to encouragement or work enthusiasm [12].

Motivation is an important factor affecting the willingness of employees to work which arises because of the encouragement from within the employee's person concerned as a result of the overall integration of personal needs, the influence of the physical environment and the influence of the social environment or what is known as work culture where its strength depends on the integration process [13]. Based on previous research conducted by Astuti et al. [14] states that there is a significant influence between work motivation and employee performance. Zheng et al. [15] states that work motivation has a significant influence on employee performance. While Madjida et al. [16] says that work motivation has no significant effect on employee performance. The difference in the results of previous studies made researchers interested in examining the effect of work motivation on employee performance.

Another factor that affects performance is work culture. Perakis et al. [17] stated that work culture is a habit that is carried out repeatedly by employees in an organization. Work culture is an understanding, attitude and behavior that people apply when carrying out work in an organization/institution. If employees in an institution are able to implement a quality work culture, of course it can also improve the quality of employee performance. Culture functions as a social glue that helps unite the company by providing appropriate standards for what employees should say and do. Finally, culture serves as a meaning-making and control mechanism that guides and shapes the attitudes and behavior of employees. Companies that have a strong culture tend to be able to influence their employees to act in accordance with what is expected [18]. A strong culture helps employee performance because it creates a high level of performance in employees. Shared values and behaviors make employees feel comfortable in working for the company. A strong culture helps employee performance, because it creates the control needed without having to rely on corporate structures that can suppress the growth of motivation and innovation. Employee performance is not only seen from the ability to work perfectly but also the ability to master and manage oneself and the ability to build relationships with others.

Based on previous research conducted by Mansour and Sharour [13], said that work culture has a significant influence on employee performance. Research by Astuti et al. [19] said that work culture has a significant influence on employee performance. Meanwhile, research conducted by Kristiani et al. [20] says that work culture has no significant effect on employee performance. An equally important factor is leadership. Leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or orders, actions that cause others to act or respond and cause positive changes, important dynamic forces that motivate and coordinate organizations in order to achieve goals, the ability to create confidence and support among subordinates so that organizational goals can be achieved (Dubrin, 2005).

Based on research conducted by Alzoraiki et al. [10], said that leadership has a significant influence on employee performance. Meanwhile, research conducted by Khair et al. [21] says that leadership has an insignificant effect on employee performance. Apart from work

motivation, work culture and leadership factors, work experience factors also have an influence on employee performance. Work experience is the process of forming knowledge and skills about the methods of a job for employees because of this involvement in the implementation of their work [22]. According Yanti et al. [23] work experience is seniority or “length of service” Work experience or tenure is the length of time an employee contributes his energy to the company. From the above opinion, it can be concluded that work experience is the time used by an individual to acquire knowledge, skills and attitudes in accordance with the frequency and type of duties. Based on research conducted by Wang et al. [24], it is said that work experience has a significant influence on employee performance. Meanwhile, research conducted by Orchidamoty and Agustiani [25], says that work experience has no significant effect on employee performance.

Work motivation is an important factor that affects employee work willingness. the high work willingness of a company's employees will have a good influence on the employee's performance. Likewise with work culture, work culture is also very important in influencing employee performance. Where work culture is an understanding, attitude and behavior that people or employees apply in carrying out work in a company. The leadership greatly affects the performance of a company [26]. Where this leadership has a share to determine the direction and goals to be achieved. If the leadership is not good, efforts to influence employee performance will be difficult. Likewise with work experience, good work experience will have a good influence on employee performance. Because with work experience, employees will find it easy to complete the tasks assigned. However, some previous studies have said that work motivation, work culture, leadership and work experience do not affect employee performance.

The object of this research is the employees of BPS NTB Province. The Central Bureau of Statistics (BPS) is a Non-Ministerial Government Institution that is directly responsible to the President. Previously, BPS was the Central Bureau of Statistics, which was formed based on Law Number 6 of 1960 concerning Census and Law Number 7 of 1960 concerning Statistics.

Based on the observations of researchers when carrying out internships, employees at BPS NTB Province have good performance. This can be seen from the success of the employees in completing their work according to the predetermined target. The employees at BPS NTB Province have responsibility for their respective positions, meaning that they are ready to face all the risks of their work [26]. Related to the phenomenon of work motivation in the workplace, employees of BPS NTB Province have received motivation, it can be seen from the harmonious relationship that exists between employees in the workplace, providing education and training to their employees and providing decent family allowances for their employees. Related to the phenomenon of work culture in the workplace, BPS NTB Province employees follow the culture that exists in the workplace, it can be seen from the level of employee awareness of work discipline is very high, employees follow the rules that apply in the workplace [27].

Related to the phenomenon of leadership in the workplace, BPS Provinsi employees have leaders who have fair leadership, provide support to their employees to achieve the goals they want to achieve, and appreciate the work of their employees. Related to the phenomenon of work experience in the workplace [28]. BPS NTB Province employees already have good experience about the work they are engaged in, this can be seen from employees mastering the work equipment provided by the company and completing their work properly. However, there are some employees who have poor work motivation as seen from the rapid onset of boredom in completing their work, besides that there are still employees who do not obey the rules that apply in the workplace such as entering the office late, besides that there are also leaders who are less assertive in giving assignments to their employees so that employees are confused in completing their duties and there are also still employees who have less work experience so that they are constrained in completing their duties.

Based on the phenomena observed in BPS NTB Province and the differing research results regarding the influence of work motivation, work culture, leadership, and work experience on

employee performance, the researcher is interested in conducting further research on this topic. This study aims to analyze the impact of work motivation, work culture, leadership, and work experience on employee performance at BPS NTB Province.

B. METHOD

This research is a descriptive quantitative research that aims to explain the conditions, situations, or phenomena of various research variables based on events as they are, which can be interviewed and observed through documentary materials. Conceptual frame work can be seen in **Figure 1**. This research was conducted at the NTB Province BPS office, with a population of all employees totaling 74 people. The data collection method used is a census for all members of the population and a survey sample to obtain a portion of the population. The sampling technique used was stratified sampling with purposive sampling technique, and the number of samples taken was 43 people. The data collection tool used was a questionnaire. The data analysis method used is the Chi-square to test the relationship between variables. The hypothesis is tested by formulating the null hypothesis (H0) and alternative hypothesis (Ha), finding the expected frequency value (f_h), calculating the Chi-square distribution, determining the significant level (α), and comparing the Chi-square value or significance value with the table value to make a decision regarding the hypothesis.

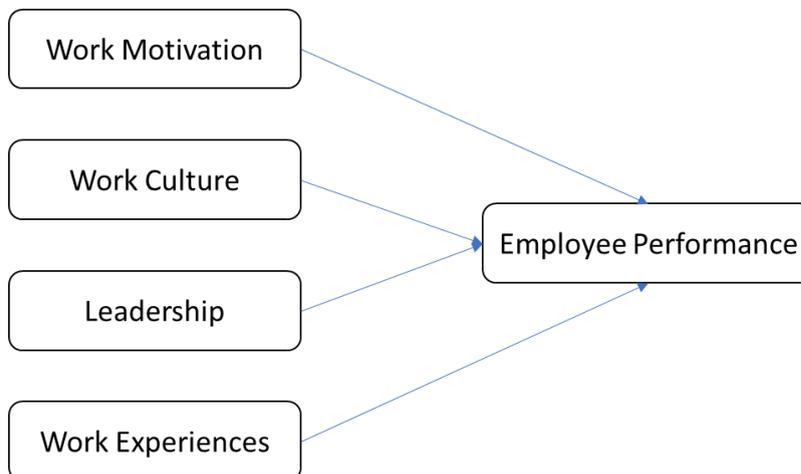


Figure 1 Conceptual Framework

Hypothesis:

- H1: Work Motivation has a Significant effect on Employee Performance
- H2: Work Culture has a Significant effect on Employee Performance
- H3: Leadership has a significant effect on Employee Performance
- H4: Work Experiences has a significant effect on Employee Performance

C. RESULT AND DISCUSSION

General Description of Respondent Identity

The respondents in this study were employees of the NTB Provincial BPS office, where the number of respondents was 43 people. One of the objectives of the respondent's identity is to provide a description of the objects sampled in this research. The identity of the respondents in this study is based on gender. To clarify the characteristics of the respondents, the researcher used a table in its presentation which can be seen in **Table 1**.

Table 1. Employee Identity Based on Gender

No	Gender	Frequency	Percentage (%)
1	Man	20	46.5%
2	Woman	23	53.5%
Total		43	100

Based on table 1 above, it can be seen that there were 20 male employee respondents with a percentage of 46.5% and the number of female employee respondents was 23 people with a percentage of 53.5%. From these calculations we can see that the number of female respondents is greater than male respondents. However, the comparison is not too far between the number of female respondents and the number of male respondents. So it can be concluded that men and women are equally needed in the field of census and surveys to produce data and statistics needed by the government, private sector and the general public.

Description of Research Variables

Work motivation is an urge that comes from within or outside a person to do a job so that they can realize the goals that have been determined by BPS NTB Province employees. The results of these responses can be seen in **Table 2**.

Table 2. Variable scores and categorization

No	Indicator	Mean	Criteria
Work Motivation			
1	Relationships with colleagues and superiors	4.13	Agree
2	Work environment	4.49	Strongly agree
3	Opportunity to improve knowledge and skills	4.13	Agree
4	Overall Grade Average	4.24	Agree
Work Culture			
5	Implementation of Norms and Values	4.26	Agree
6	Trust and Code of Ethics	3.98	Agree
7	Ceremonial Implementation	4.02	Agree
8	Organizational History	4.26	Agree
9	Overall Grade Average	4.13	Agree
Leadership			
10	Ability to build cooperation and good relationships	4.24	Agree
11	Ability and effectiveness	4.24	Agree
12	Participative leadership	4.02	Agree
13	Ability to delegate tasks or time	4.01	Agree
14	Ability to delegate tasks or authority	4.04	Agree
15	Overall Grade Average	4.11	Agree
Work experience			
16	Length of Time/Period of Work	4.14	Agree
17	Lack of Skills	2.15	Disagree
18	Mastery of work and equipment	4.19	Agree
19	Overall Grade Average	3.59	Agree
Employee performance			
20	Quantity	4.22	Agree
21	Quality	4.23	Agree
22	Punctuality	4.17	Agree
23	Presence	4.06	Agree
24	Collaboration Ability	4.16	Agree
25	Responsibility	4.13	Agree
26	There is initiative	4.13	Agree
27	Overall Grade Average	4.13	Agree

Table 2 provides an overview of the average scores and categories for five main variables affecting work motivation, work culture, leadership, work experience, and employee performance. For work motivation, the indicators of relationships with colleagues and supervisors, and opportunities to enhance knowledge and skills both scored 4.13, categorized as "Agree," while the work environment received the highest score of 4.49, categorized as "Strongly Agree." Overall, the average score for work motivation is 4.24, categorized as "Agree." Regarding work culture, the implementation of norms and values, as well as the organization's history, each scored 4.26 (categorized as "Agree"). Trust and the code of ethics scored 3.98, and

the implementation of ceremonies scored 4.02, both categorized as "Agree." The overall average score for work culture is 4.13, also categorized as "Agree."

In terms of leadership, the ability to foster cooperation and good relationships, as well as the effectiveness of leadership, both scored 4.24, categorized as "Agree." Participative leadership and the ability to delegate tasks or authority scored between 4.01 and 4.04 (categorized as "Agree"). The overall average score for leadership is 4.11, categorized as "Agree." For work experience, the duration of employment scored 4.14 (categorized as "Agree"), and proficiency in tasks and equipment scored 4.19 (categorized as "Agree"). However, the lack of skills received the lowest score of 2.15, categorized as "Disagree." Overall, the average score for work experience is 3.59 (categorized as "Agree").

Lastly, employee performance was assessed through several indicators such as quantity, quality, punctuality, attendance, teamwork ability, responsibility, and initiative, all of which scored between 4.06 and 4.23, categorized as "Agree." The overall average score for employee performance is 4.13, also categorized as "Agree." In general, the table results indicate that respondents tend to agree with most of the measured indicators.

Hasil Uji Chi Square

The chi square test in this study sets the degree of confidence (α) at 5%. The decision making of chi square is as follows:

- If the value of Asymp. Sig. (2-sided) < 0.05 , then it means H_0 is accepted and H_a is rejected.
- If the value of Asymp. Sig. (2-sided) > 0.05 , then it means H_0 is rejected and H_a is accepted.

The chi square test of work motivation, work culture, leadership, and work experiences on employee performance aims to determine how work motivation affects employee performance. The following is the formulation of the hypothesis on the effect of work motivation on employee performance:

Table 3. Chi Square Test Results on Employee Performance

Parameter	Value	df	Asymptotic Significance (2-sided)
Work Motivation			
Pearson Chi-Square	5.146 ^a	2	0.076
Likelihood Ratio	4.635	2	0.099
Linear-by-Linear Association	4.825	1	0.028
N of Valid Cases	43		
Work Culture			
Pearson Chi-Square	8.817 ^a	4	0.066
Likelihood Ratio	8.196	4	0.085
Linear-by-Linear Association	6.950	1	0.008
N of Valid Cases	43		
Leadership			
Pearson Chi-Square	29.051 ^a	4	0.000
Likelihood Ratio	13.436	4	0.009
Linear-by-Linear Association	11.122	1	0.001
N of Valid Cases	43		
Work Experience			
Pearson Chi-Square	1.335 ^a	4	0.855
Likelihood Ratio	1.552	4	0.817
Linear-by-Linear Association	1.171	1	0.279
N of Valid Cases	43		

From the chi square test results above, it shows that the Asymp. Sig. (2-sided) of 0.076 > 0.05 , then based on the basis of the decision making above, it can be concluded that H_0 is

rejected and H_a is accepted. This means that work motivation does not have a significant influence on employee performance at BPS NTB Province. The Asymp. Sig. (2-sided) of $0.066 > 0.05$, of work culture then based on the basis of the decision making above, it can be concluded that work culture does not have a significant influence on employee performance at BPS NTB Province. For leadership values, it is known that Asymp. sig. (2 sides) of $0.000 < 0.05$, so based on the basis for decision making above, it can be concluded that leadership has a significant influence on employee performance at BPS NTB Province. Then the value for work experiences shows that Asymp. sig. (2 sides) is $0.855 > 0.05$, so based on the basis for decision making above it can be concluded that work experience does not have a significant influence on employee performance at BPS NTB Province.

Discussion

1. The Effect of Work Motivation on Employee Performance

Work motivation is an encouragement that comes from within and outside a person to do a job so that it can realize predetermined goals. According to Hasibuan (2013: 143) says that work motivation is providing a driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Based on the results of hypothesis testing, it proves that the first hypothesis (H_1), namely work motivation, has no significant effect on employee performance at BPS NTB Province. This means that employees of BPS NTB Province do not need motivation in doing their work, because BPS Provincial employees already have their respective duties and responsibilities so that BPS NTB Province employees will continue to complete their duties and responsibilities according to the time specified. Based on this, the first hypothesis of Work Motivation has a significant influence on the Performance of Employees of BPS NTB Province is not accepted. The results of this study are in line with research conducted by [3], [11], [14]. These results indicate that work motivation is used to encourage employees and provide a sense of appreciation to employees who have carried out their work.

2. The Effect of Work Culture on Employee Performance

Work culture is a set of key characteristics upheld by the organization that are embraced by members who distinguish an organization from other organizations. Meanwhile, according to the opinion of Sumardjo and Supriadi [29], states that organizational culture is the basis for resolving external and internal problems whose implementation is carried out consistently by a group which is then passed on to its members. new members as the right way to understand, think and feel about related issues as above.

Based on the results of hypothesis testing, it proves that the second hypothesis (H_2), namely work culture, has no significant effect on employee performance at BPS NTB Province. This means that in completing their duties and responsibilities, employees of BPS NTB Province do not pay attention to the work culture that exists in BPS NTB Province. Employees are only focused on completing their duties and responsibilities without including elements of work culture in the completion. So that without a work culture, employees of BPS NTB Province will continue to carry out their duties and responsibilities according to their goals. The results of this study are in line with research conducted by Kristiani et al. [20], these results indicate that organizational culture has no effect on employee performance, while leadership, work environment and work discipline have a significant effect on employee performance.

3. The Effect of Leadership on Employee Performance

The chi-square test results for the leadership variable indicate significant associations between the leadership variable and the observed outcomes. The Pearson Chi-Square test yielded a value of 29.051 with 4 degrees of freedom and a p-value of 0.000, signifying a statistically significant relationship at the 0.05 significance level. Similarly, the Likelihood Ratio test produced a value of 13.436 with 4 degrees of freedom and a p-value of 0.009, further supporting the existence of a significant association. Additionally, the Linear-by-Linear

Association test showed a value of 11.122 with 1 degree of freedom and a p-value of 0.001, indicating a significant linear relationship between the leadership variable and the outcomes.

Leadership is the process of influencing or setting an example by leaders to their followers in an effort to achieve organizational goals. Irnawati and Nuryani [30] state leaders are figures or elite members of the social system who are known by and seek to influence their followers directly or indirectly. Based on the results of hypothesis testing, it proves that the third hypothesis (H3), namely leadership, has a significant influence on employee performance at BPS NTB Province. This means that the performance of employees of BPS NTB Province is influenced by the way the leader of BPS NTB Province in influencing its employees to achieve the objectives of BPS NTB Province Office itself. The results of this study are in line with research conducted by Yanti et al. [23]. These results indicate that leadership has a significant influence on employee performance.

4. The Effect of Work Experience on Employee Performance

Work experience is an activity of doing everything that has been experienced by someone. work experience will be able to provide benefits for someone in carrying out further work because at least that person has done the job so that he will know about the work that will be faced (Mohtar, 2019). The chi-square test results for the work experience variable indicate no significant associations between work experience and the observed outcomes. The Pearson Chi-Square test yielded a value of 1.335 with 4 degrees of freedom and a p-value of 0.855, indicating that the relationship is not statistically significant at the 0.05 significance level. Similarly, the Likelihood Ratio test produced a value of 1.552 with 4 degrees of freedom and a p-value of 0.817, further suggesting a lack of significant association. Additionally, the Linear-by-Linear Association test showed a value of 1.171 with 1 degree of freedom and a p-value of 0.279, indicating no significant linear relationship between work experience and the outcomes

Based on the results of hypothesis testing, it proves that the fourth hypothesis (H4), namely work experience, has no significant effect on employee performance at BPS NTB Province. This means that work experience does not affect the performance of employees of BPS NTB Province. Where a person's level of experience does not guarantee that the employee can work optimally and produce good performance. The results of this study are in line with research conducted by Yanti et al. [23]. These results indicate that work experience has no significant effect on employee performance.

D. CONCLUSION

Based on the results of the data analysis conducted, it can be concluded that work motivation and work culture do not have a significant influence on employee performance at BPS NTB Province. This suggests that other factors may be more dominant in determining employee performance at the institution. However, it is important to note that leadership has a significant influence on employee performance, signifying that the way leaders influence and guide employees can have a direct impact on achieving organizational goals. In addition, work experience was also not shown to have a significant influence on employee performance, suggesting that one's level of experience is not always the main indicator for assessing performance. These findings provide important insights for management at BPS NTB Province to pay more attention to leadership factors in improving employee performance, and to not only rely on work experience as the main determinant in performance evaluation.

E. AUTHOR DECLARATION

Author contributions and responsibilities - The authors made major contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation and discussion of results. The authors read and approved the final manuscript.

Funding - This research did not receive external funding.

Availability of data and materials - All data is available from the author.

Competing interests - The authors declare no competing interests.

Did you use generative AI to write this manuscript? - I do not use AI assistance in my manuscript.

Declaration of generative AI and AI-assisted technologies in the writing process - During the preparation of this work the author did not use AI to write, edit, or other things related to the manuscript.

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