



## Journal of Economics, Management, Entrepreneur, and Business

| ISSN (Online) [2797-1511](https://doi.org/10.52909/jemeb.v5i1.233) | ISSN (Print) [2797-1503](https://doi.org/10.52909/jemeb.v5i1.233) |  
<https://creativecommons.org/licenses/by/4.0/>  
DOI: <https://doi.org/10.52909/jemeb.v5i1.233>



# The Effect Of Organizational Commitment And Work Experience On Employee Performance At The Regional Financial And Asset Management Agency Of Kaimana District

Adelci Beay<sup>1</sup>, Bambang Raditya Purnomo<sup>2</sup>

<sup>1</sup> Faculty of Economics and Business, Dr. Soetomo University, Surabaya, Indonesia

<sup>2</sup> Faculty of Economics and Business, Dr. Soetomo University, Surabaya, Indonesia

Corresponding Author: [adelbeay79@gmail.com](mailto:adelbeay79@gmail.com)<sup>1</sup>

**Abstract:** *This study was conducted to analyze (1) the influence of organizational commitment on employee performance at the Regional Financial and Asset Management Agency of Kaimana Regency. (2) The influence of work experience on employee performance at the Regional Financial and Asset Management Agency of Kaimana Regency. This study uses a quantitative method of primary data sources using a Population Questionnaire Instrument and the sample used is a saturated sample with a total of 46 employees. The tools used include validity tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, multiple linear regression tests, F tests, t tests, and R<sup>2</sup> determination coefficient tests. The results of the statistical analysis explain that (1) commitment does not have a significant effect on employee performance, this is indicated by the calculated t value of 1.757 which is smaller than the t table of 2.016 and a significant value (sig) of 0.086 which is greater than 0.05. (2) Work experience has a significant influence on employee performance. This result is indicated by the calculated t value of 8.843, which is greater than the t table of 2.016, and the significance value (sig) of 0.000, which is less than 0.05*

**Keyword:** Organizational Commitment, Work Experience and Performance

## INTRODUCTION

According to Salma (2016:73), organizational commitment is a strong desire to remain a member of a particular organization, striving to conform to the organization's wishes, and accepting the organization's values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and expresses their concern for the organization.

Work experience is the time span a person has spent contributing their energy to work which can provide learning in various activities that have been carried out and is able to solve problems that have been experienced as well as a person's level of knowledge and skills in using equipment (Indrasari, 2018 ; Febrian et al., 2022).

Performance is a result that has been achieved in achieving organizational goals that are carried out in accordance with the tasks and responsibilities that have been assigned to each individual or group (Raditya, 2019).

Commitment is often linked to job satisfaction. The assumption is that higher employee job satisfaction leads to higher work commitment (Nugraheni, 2023). Work experience is gained by employees who have worked longer hours, which is expected to provide them with a wide range of experience in solving various problems. This work experience can significantly assist an employee and improve their ability to address any challenges they encounter.

The Regional Financial and Asset Management Agency is one of the public service organizations in Kaimana Regency which has the task of playing an important role in maintaining transparency, efficiency, and accountability in the management of regional finances and assets to support development and better public services.

## **LITERATURE REVIEW**

### **Organizational Commitment**

Organizational commitment is: "An attitude that reflects employee loyalty to the organization and a continuous process where organizational members express their concern for the organization and its continued success and progress (Luthas, 2012). The Organizational commitment indicators in this study which are as follows: affective commitment, continuance commitment, and normative commitment.

### **Work Experience**

Work experience is the types of work that a person has done continuously providing great opportunities for a person to do better work over a certain period of time (Yudiaatmaja, 2014). The indicators of work experience are as follows: level of knowledge and skills possessed, having good social skills, length of time or length of service.

### **Employee Performance**

Employee performance is what employees do or do not do that influences how much they contribute to the organization in terms of output quality, output quantity, output duration, presence at work, and cooperative attitude (Hartatik, 2014). Employee performance indicators put forward according to Prabu Mangkunegara (2019), namely quantity of work, quality of work, work knowledge, creativity.

## **METHOD**

### **Population and Sample**

The population in this study was all employees of the Regional Financial and Asset Management Agency of Kaimana Regency with a total of 46 employees. Because the population is relatively small, the sampling technique used was saturated sampling (total sampling), namely all members of the population were used as research samples, namely all employees of the Regional Financial and Asset Management Agency of Kaimana Regency with a total of 46 employees.

### **Data Type and Source**

This study used quantitative data. Quantitative data is data or information obtained in numerical form. In this numerical form, quantitative data can be processed using mathematical formulas or analyzed using statistical systems. The data source for this study was primary data. Primary data

were obtained by distributing questionnaires to respondents, namely all employees at all employees of the Regional Financial and Asset Management Agency of Kaimana Regency.

### Data Collection Technique

Data collection techniques included interviews and questionnaires. This study used a Likert scale to measure questionnaire responses.

### Analysis Method

Data processing is the activity of processing collected data into new results and discoveries or in the form of proof of a hypothesis. This research uses quantitative data analysis techniques, namely data analysis techniques that use numerical calculations and statistical formulas from the secondary data that has been collected.

## RESULTS AND DISCUSSION

### Multiple Linearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,675	1,956		3,413	,001
Komitmen organisasi	,118	,067	,155	1,757	,086
Pengalaman kerja	,357	,040	,781	8,843	,000

Based on the results of the calculations above, the regression equation is as follows:

$$Y = 6.675 + 0.118 X_1 + 0.357 X_2 + e$$

A positive regression coefficient indicates a change in the direction of the independent variable relative to the dependent variable. The calculation shows that all independent variables have positive coefficients, thus being meaningful.

1.  $X_1 = 0.118$

The regression coefficient for the organizational commitment variable ( $X_1$ ) of 0.118 indicates that each increase in organizational commitment ( $X_1$ ) will increase employee performance by 0.118, assuming other variables remain constant.

2.  $X_2 = 0.357$

The regression coefficient for the work experience variable ( $X_2$ ) of 0.357 indicates that each increase in work experience ( $X_2$ ) will increase employee performance by 0.357, assuming other variables remain constant.

### Coefficient of Determination ( $R^2$ ) and Multiple Correlation Coefficient ( $R$ )

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,822 <sup>a</sup>	,675	,660	1,200

Based on Coefficient of Determination ( $R^2$ ) and Multiple Correlation Coefficient ( $R$ ), the following results were obtained:

1. The  $R^2$  value, or coefficient of determination, is 0.675, indicating that organizational commitment and work experience influence employee performance by 0.675, or 67%, while the remaining 0.325, or 33%, is influenced by other variables outside the independent variables used in the study.
2. The  $R^2$  value, or coefficient, is 0.822, indicating that organizational commitment and work experience together have a strong relationship with employee performance, with a coefficient value of 0.822.

#### Results of Simultaneous Influence Test with F Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	128,493	2	64,246	44,647	,000 <sup>b</sup>
Residual	61,877	43	1,439		
Total	190,370	45			

Based on results of simultaneous influence test with F Test, the following results were obtained. The significance value is less than 0.05, namely 0.000. This shows that simultaneously organizational commitment ( $X_1$ ) and work experience ( $X_2$ ) have an effect on employee performance ( $Y$ ).

#### Results of the Persian Influence Test with the t-Test

Variable	T	Significance	Information
Organizational Commitment	1,757	0,086	No Effect
Work Experience	8,843	0,000	Effected

Based on results of results of the Persian influence test with the t-Test, the following results were obtained:

#### The Influence of Organizational Commitment on Performance

The results of this study indicate that organizational commitment has an insignificant effect on employee performance, with a t-test result of 1.757, which is less than 2.016. Therefore, H1 can be rejected.

Research conducted by Djamaludin (2009) also showed an insignificant relationship between organizational commitment and employee performance. This suggests that there is no element of loyalty to the organization, involvement in work, or identification with organizational values and goals within the organization. Based on these studies, the results of this study indicate that organizational commitment does not significantly influence employee performance due to various factors within each employee. Working in government differs from working in the private sector because the public evaluates their work, and they have an equal say in assessing government

performance. Therefore, the organizational commitment of each civil servant will directly influence the resulting government performance.

Government performance can be achieved by an agency if it receives support from related parties, such as the agency's employees themselves and the public. The research results indicate that government employees have a high level of organizational commitment to their agency. This study demonstrates that the performance of the Kaimana Regency government can be easily achieved if each employee upholds their commitment to continue serving the agency.

### **The Effect of Work Experience on Performance**

The research results indicate an effect of organizational commitment on employee performance, with a t-test result exceeding 2.016, or 8.843. Therefore, H2 can be accepted. The relationship between work experience and employee performance aligns with the theory stated by Work experience is defined as: "The process of developing knowledge or skills about work methods due to involvement in carrying out work tasks."

Based on this research, the results indicate that work experience significantly influences employee performance due to various factors within each employee. The experience and knowledge provided by government employees provide a high level of understanding of their performance. Working in government differs from working in the private sector because the public evaluates their performance, and the public has a primary voice in evaluating government performance. This directly impacts the work experience of each employee within the agency and the community. The research findings indicate that the work experience of government employees is quite significant for their agency. This study demonstrates that the performance of the Kaimana Regency government can be easily achieved if each employee maintains their experience and continues to serve their agency.

### **CONCLUSION**

**The conclusion of this study is as follows:**

1. There is an insignificant relationship between organizational commitment and employee performance at the Regional Financial and Asset Management Agency of Kaimana Regency.
2. There is a significant positive relationship between experience and employee performance at the Regional Financial and Asset Management Agency of Kaimana Regency. The more experience an employee has, the higher the government's performance.

**The suggestion of this study is as follows:**

1. The Regional Financial and Asset Management Agency of Kaimana Regency should pay attention to existing organizational commitment, as research has shown that organizational commitment, both simultaneously and partially, influences employee performance.
2. The Regional Financial and Asset Management Agency of Kaimana Regency should further enhance employee organizational commitment, as research has shown that work experience influences employee performance.

### **REFERENCES**

Febrian, W. D., Ardista, R., Kutoyo, M. S., Suryana, Y., Febrina, W., Kusnadi, K., Suryawan, R. F., Purba, T. Y. B., Turi, L. O., Sudiarti, S., Libriantono, B., Perwitasari, E. P., & Irwanto, I. (2022). Manajemen Sumber Daya Manusia. In S. S. Atmodjo (Ed.), *Eureka Media Aksara*. Eureka Media Aksara.

- Ghozali, Imam. 2013. *Aplikasi Analisis Multivariate dengan Program SPSS edisi Ketujuh*. Badan Penerbit Universitas Diponegoro, Semarang.
- Hasibuan, M. 2013. *Manajemen Sumber Daya Manusia*. PT Bumi Aksara, Jakarta.
- Indrasari, M., & Ansory, A. F. (2018). *Manajemen Sumber Daya Manusia*. Indomedia Pustaka.
- Itafia, Y., Cipta, W., Yudiaatmaja, F. 2014. Pengaruh Pengalaman Kerja Dan Kepuasan Kerja Terhadap Produktifitas Kerja Pada Karyawan Tenun. *E-Journal Bisma Universitas Pendidikan Ganesha Jurusan Manajemen*. Vol 2.
- Mangkunegara, A. 2013. *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya, Bandung.
- Rahmawati, N. 2016. *Pengaruh Kompensasi Dan Pengalaman Kerja Terhadap Kinerja Pada PT. Perusahaan Perdagangan Indonesia (PERSERO)*. Program Studi: Manajemen. STIESIA, Surabaya.
- Raditya, B., Indrasari, M., Surya, A., & Bandi, M. (2019). Effect of Compensation and Work Environment on Employee Performance (Study at PT Segar Murni Utama, Mojokerto Regency). *Proceedings of the Proceedings of the 1st Asian Conference on Humanities, Industry, and Technology for Society, ACHITS 2019, 30-31 July 2019, Surabaya, Indonesia*, 30–31. <https://doi.org/10.4108/eai.30-7-2019.2287822>
- Salma D. 2016. *Pengaruh Komitmen Organisasi, Motivasi Kerja, Dan Pengalaman Kerja Terhadap Kinerja Pegawai Honorer Lepas Pada Puskesmas Di Kabupaten Morowali*. e-Jurnal Katalogis, Volume 4 Nomor 8. Morowali.
- Salma, D. 2016. *Pengaruh komitmen organisasi, motivasi kerja dan pengalaman kerja terhadap kinerja pegawai honorer lepas pada puskesmas dikabupaten morowali*. Program Studi Magister Manajemen Universitas Tadulako, Morowali.
- Sartika, amwiarni. 2015. *Pengaruh Kompetensi, Disiplin Kerja, dan Pengalaman Kerja Terhadap Kinerja Pegawai Dinas Pendapatan, Pengelolaan Keuangan dan Aset Daerah Kota Palu*. E-jurnal.Universitas Tadulako, Morowali
- Sugiyono, 2011. *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Afabeta, Bandung.
- Sumadewi, A. dan Suwandana. 2017. Pengaruh Pengalaman Kerja, Prestasi Kerja, Pendidikan Dan Pelatihan Terhadap Pengembangan Karir. *E-Jurnal Manajemen Unud, Vol. 6, No. 8, 2017: 4070-4098*. Fakultas Ekonomi dan Bisnis Universitas Udayana, Bali.
- Veithzal, Rivai. 2004. *Manajemen Sumber Daya Manusia Untuk Perusahaan, Cetakan Pertama*, PT. Raja Grafindo Persada, Jakarta.
- Yanti Itafia, Wayan Cipta, Fridayana Yudiaatmaja. 2014. Pengaruh pengalaman kerja dan kepuasan kerja terhadap produktifitas kerja pada industri tenun, *Jurusan Manajemen Universitas Pendidikan Ganesha Singaraja*, e-Journal Bisma Universitas Pendidikan Ganesha Jurusan Manajemen (Volume 2 ), Yogyakarta.