

Assessing Employee Performance of Civil Servants in Indonesia

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Abstract — Employees are the main wealth of a company because its participation is the key to the running of a company's activities, so it is important for the company to be able to optimize its employees in accordance with its function to become a quality and superior asset whose real form can be seen through performance of the officer's work. Work performance is the result of work achieved by employees in a certain time in accordance with their duties and responsibilities. The Unitary Agency of the Nation, and Politics of Medan city is a local government organization in serving the community. In achieving the goals of the organization, the Unitary Agency of the Nation, Politics of Medan city must pay more attention to its employees. Factors that can influence work performance in this study are work ethic, work experience and work culture. This research aims to find out whether work ethics, work experience, and work culture partially and simultaneously have a positive and significant effect on the work performance of employees of the National Unity Agency, and Politics of Medan city. The data analysis technique used is a quantitative method with the help of the SPSS program version 26.0. This research uses multiple linear regression analysis. The population in this study was all employees of the National Unity, and Politics Agency of Medan city, and a sample of 43 respondents. Primary data retrieval using a questioner. The results showed that work ethic, work experience, and work culture partially and simultaneously had a positive and significant effect on the work performance of employees of the National Unity Agency, and Politics of Medan city.

Keywords — *Work Ethic; Work Experience; Work Culture; Work Performance.*

1. Introduction

Employees are the main wealth of a company because its participation is the key to the running of a company's activities. In every successful cooperation led by a visionary entrepreneur, it must have qualified employees, so it is important for the company to be able to optimize its employees in accordance with its function to become a quality and superior asset whose real form can be seen through employee work performance. According to Sunyoto (2014: 89), "work performance is the result of work achieved by employees in a certain time in accordance with their duties and responsibilities". Work performance must always be evaluated, this is to identify the state of employee work at a certain period, know the obstacles and obstacles that will and have been faced, and to measure whether employee work performance so far has been effective and efficient enough to support the achievement of the company's goals specifically to maximize company profits.

The Unitary Agency of the Nation, and Politics (Bakesbangpol) of Medan city is a local government organization in serving the community. In achieving the organization's goals, the Unitary Agency of the Nation, and Politics of Medan city must pay more attention to its employees. Factors that can influence work performance in this study are work ethic, work experience and work culture. From the results of observations and pre-surveys conducted it is known that the work ethic of employees of the National Unity, and Politics of Medan city still needs to

be improved, where there are some employees who like to expose the ugliness of their organizations, so this is very important. Harming the interests of the organization and unlocking the secrets of organization is contrary to ethics. Special payments / raises to employees who are kept secret to colleagues are unethical because they do not exercise social control and will damage the work atmosphere.

In terms of work experience of employees of the National Unity Agency, and Politics of Medan city there are still many employees who do not have experience working time, it is because the organization does not recruit employees who are really experienced but the organization prefers to train its employees from scratch rather than recruiting employees who have been in charge. Because many local people apply for jobs, so it has an impact on the work performance of employees who are not satisfactory because they are not supported by their experience working. And in terms of the work culture of employees of the National Unity Agency, and Politics of Medan city where there are still employees who arrive late to the office, many employees those who come to the office only to fill the absences and employees are stay outside the office even though the rest hours are comfortable.

1.1 Research objectives

Research entitled the influence of work ethics, work experience, and work culture on the work performance of employees of the National Unity Agency, and Politics of Medan city has the following objectives:

- To find out whether the work ethic partially affects

positively and significantly on the work performance of employees of the National Unity Agency, and Politics of Medan city.

- To find out whether work experience partially has a positive and significant impact on the work performance of employees of the National Unity Agency, and Politics of Medan city.
- To find out whether the work culture partially has a positive and significant effect on the work performance of Badan Unitary National employees, and Politics of Medan city.
- To find out whether work ethics, work experience, and work culture simultaneously have a positive and significant effect on the work performance of employees of the National Unity Agency, Politik and Community Protection of Medan City.

1.2 Research Benefits

The research entitled the influence of work ethics, work experience, and work culture on the work performance of employees of the National Unity Agency, and Politics of Medan city was carried out because this research will provide recommendations of advice and input that is useful for the National Unity, and Politics Agency of Medan city to pay more attention to ethics.

2. Literature Review

2.1 Work Performance

Work performance comes from two words: achievement and work. The term achievement comes from the Dutch word Pretatic, which means what has been created. Rivai (2013) argues that work performance is the result of work that can be achieved by a person or group of people in a company in agreement with their respective authority and responsibility to achieve the company's objectives legally, not unlawful and not contrary to morals or ethics. There are five factors that must be considered in work performance (Hasibuan and Siregar 2013) among others: employee skills, work experience, employee earnestness, work ethic, and work culture. Indicators of work performance are work initiative and cooperation.

2.2 Work Ethic

According to Robbins (2014), ethics comes from the Greek "ethos" meaning character, character of decency or custom. In this sense ethics is concerned with good living habits, both in a person and in a society or group of people. This means ethics are related to values, good living procedures, good rules of life, and all the habits that are embraced and told from one person to another, these habits are then revealed in patterned behavior that continues to

repeat as a habit. There are several factors that can affect work ethics, among others: religion, work culture, social politics, environmental or geographical conditions, education, and economic structure. Work ethic indicators are a sense of responsibility, hard work, a frugal nature, and respect for time.

2.3 Work Experience

According to Handoko (2013), work experience is knowledge or skill that has been known and mastered by someone who is the result of an act or work that has been done for some time. To understand work experience, it can be seen from several factors including time, frequency, type of task, application, and results. Work experience indicators are working period, level of knowledge and skills possessed, mastery of equipment and work equipment.

2.4 Work Culture

Work culture according to Mangkunegara (2015), is a set of assumptions or systems of beliefs, values and norms developed in organizations that serve as guidelines for their members to addresses external adaptation and internal integration issues. In the span of the last twenty years, the topic of work culture attracted the attention of many people, especially those who studied work behavior problems. Work culture began to be seen as something that has an important role in achieving the goal of a company. Factors that affect work culture are leader behavior, worker selection, organizational culture, outside culture, preparing the company's mission clearly, putting forward the company's mission, leadership rigor, learning process, and motivation. Indicators of work culture are working hard namely the activity of working optimally by pouring out all the abilities possessed, dedicate behavior, devote themselves at the expense of energy, mind, and time for the achievement of company goals. Responsible is an attitude of being willing to bear everything that is possible for every action and decision taken.

2.5 Conceptual Framework

From the presentation of research materials, a conceptual framework is created that will be used as a basis in analyzing research data. Work performance is influenced by many factors, namely work ethic, work experience and work culture.

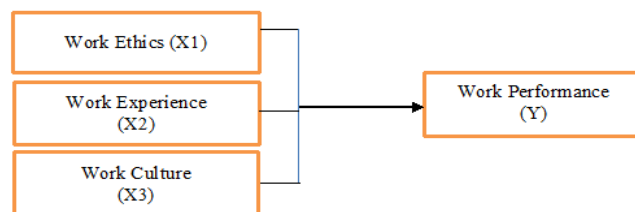


Fig.1: Research Framework

3. Research Methods

3.1 Type and Scope of Research

This type of research is quantitative descriptive research. The purpose of descriptive research is to make a systematic, actual, and accurate description of the facts and properties of a research object. According to Sugiyono (2015), quantitative research is a form of research aimed at describing phenomena that occur in a company or organization, both natural phenomena and man-made phenomena.

3.2 Population and Sample

According to Sugiyono (2015), the research population is all elements that will be observed or studied. The population in this study is all employees of the Agency. Unity of the Nation, and Politics of Medan city has many staffs. In this study, the authors conducted a non-probability sampling technique using senses sampling because the entire population is sampled if the population is below 100. Therefore, the sample in this study was 43 respondents.

3.3 Data Analysis Methods

Data analysis is a method used to process data, interpret, and draw research conclusions. The data analysis models used in this study are descriptive analysis and influence analysis models. Descriptive analysis is a data processing tool that describes characteristics in detail and explains research data. Descriptive analysis of this study is used to identify the characteristics of respondents who are potential consumers of this research (Fikri, Pane, & Ahmad, 2020). Descriptive analysis in this study was used to look at the characteristics of respondents who were potential consumers of the study. Descriptive analysis data measurement uses nominal and ordinal data. Multiple regression analysis is an analysis that examines the influence of work ethic, work experience and work culture

on work performance, using the following formulas:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Information:

Y = Work Performance (Variable Dependent)

α = Constant

β = Multiple Regression Coefficient

X1 = Work Ethic (Independent Variable)

X2 = Work Experience (Independent Variable)

X3 = Work Culture (Independent Variable)

ϵ = Error term

In this study, the analysis used is a stepwise regression analysis model that is a form of influence analysis to determine the magnitude of influence between independent variables and dependents by exchanging independent variables that have the highest sum square residual value and then issue the smallest t ratio value. Therefore, it create of the best regression model.

To obtain the necessary data in order to analyze the proof of temporary answers or hypotheses of the problems presented, the method of data collection that the author does is interview and the dissemination of questionnaires.

4. Result and Discussions

4.1 Characteristics Test

Social research should test the characteristics of respondents who are the source of research data in the early stages of research. A characteristic test is a form of experimenting with properties that represent a data, so that the data can be read more easily and can support research decisions. Characteristic test is a form of experimenting with properties that represent a data, so that the data can be read more easily and can support research decisions (Fikri, Ahmad, & Harahap, 2020).

Table 1. Characteristics of Respondents based on Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	22	51.2	51.2	51.2
Woman	21	48.8	48.8	100.0
Total	43	100.0	100.0	

In table 1 most employees of Bakesbangpol Medan City who are respondents are male, which is as many as 22

people or 51.2% of the total respondents.

Table 2. Characteristics of Respondents Based on Age

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30 Years	4	9.3	9.3	9.3
31-40 Years	10	23.3	23.3	32.6
41-50 Years	13	30.2	30.2	62.8
51-58 years	16	37.2	37.2	100.0
Total	43	100.0	100.0	

In table 2 most employees of Bakesbangpol Medan city who became respondents aged 51-58 years, which are 37.2% of the total respondents.

Table 3. Characteristics of respondents based on the latest education

	Frequency	Percent	Valid Percent	Cumulative Percent
Master	2	4.7	4.7	60.5
Bachelor	20	46.5	46.5	55.8
Diploma	4	9.3	9.3	9.3
High School/SMA	17	39.5	39.5	100.0
Total	43	100.0	100.0	

In table 3, 46.5% of the total respondents of Bakesbangpol Medan city who had the highest education of bachelors.

Table 4. Characteristic of respondents based on working Time

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid1-5 Years	14	32.6	32.6	32.6
6-10 Years	18	41.9	41.9	100.0
11-15 Years	7	16.3	16.3	48.8
16-20 Years	4	9.3	9.3	58.1
Total	43	100.0	100.0	

Table 4 shows employees of Bakesbangpol Medan City who are respondents have a working period of 6 - 10 years (18 people or 41.9% of the total respondents).

4.2 Classical Assumption Test

In the fourth stage, researcher conducted a classical assumption test. The classical assumption test is an experiment on data whether the data already has a condition

to able to conduct an influence test or a regression test and correlation test or relationship test in the study. Normality, multicollinearity test and heteroskedasticity test are used for this analysis.

Normality Test - A normality test is an experiment on research data to see the distribution of research data, and analyses whether the data on the study distributes normally.

Table 5. One Sample Kolmogorov Smirnov Test Normality Test - One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		43
Normal Parameters	Mean	.0000000
	Std. Deviation	2.47301601
	Most Extreme Differences	.101
	Positive	.101
	Negative	-.096
Kolmogorov-Smirnov Z		.662
Asymp. Sig. (2-tailed)		.774

a. Test distribution is Normal.

In table 5 above, the results of the data processing, the magnitude of the signification value of Kolmogrov Smirnov is 0.774 and it can be concluded that the data is normally distributed, where the signification value is greater than 0.05 ($p = 0.774 > 0.05$).

Multicollinearity Test - A multicollinearity test is an experiment on research data to look at the non-linking of data between independent variables. Good data is data that does not occur multicollinearity. In this study, the multilinearity test used a coefficient test by looking at collinearity statistics.

Table 6. Multicollinearity Test

Type	Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
1 (Constant)	-.329	2.534	-.130	.897		
Work Ethic	.658	.154	4.286	.000	.300	3.336
Work Experience	.150	.068	2.195	.034	.605	1.654
Work Culture	.216	.132	2.631	.011	.291	3.439

b. Dependent Variable: Job Performance

Based on table 6 above, it can be seen that the Variance Inflation Factor (VIF) figures smaller than 10 that include work ethic 3,336 < 10, work experience 1.54 < 10 and work culture 3,439 < 10, and work ethic tolerance values of 0.300 > 0.10, work experience. 0.605 > 0.10 and work culture 0.291. If less than 0.10, it is free from multicollinearity.

Heteroskedasticity Test - A heteroskedasticity test is a data experiment to see whether there is a variant inequality of error for all observations of free variables in regression models. In this study the heteroskedasticity test used a scatterplot test.

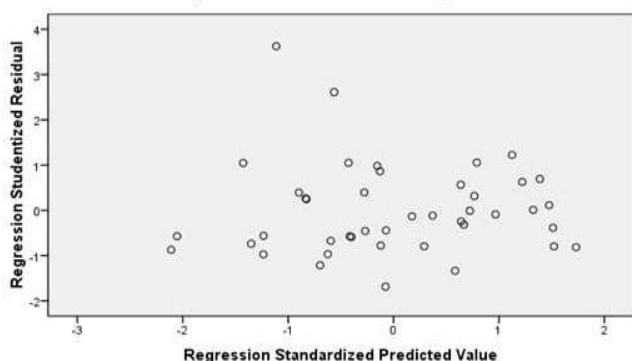


Fig.2: Scatterplot Heteroskedasticity

Based on figure 2, scatterplot images show that the resulting dots spread randomly and did not form a particular pattern or trend line. The image above also shows that the data distribution is around zero. From the results of this test showed that this regression model is free from the problem of heteroskedasticity, in other words, the variables to be tested in this study are homoskedasticity.

Hypothesis Test

Partial Test

A partial test is an experiment to influence an independent variable on a dependent variable, and its power of effect. The partial test hypothesis to look at the effect of independent variables on dependent variables in this study is as follows:

Ho: T-table value > t-count

Ha: T-table value < t-count

The partial test hypothesis to look at the change in velocity (significance) of the effect of independent variables on dependent variables in this study is as follows:

Ho: Significance value > 0.05

Ha: Significance value < 0.05

Table 7. Partial Test

Type	Unstandardized Coefficients		T	Sig.	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
1 (Constant)	-.329	2.534	-.130	.897		
Work Ethic	.658	.154	4.286	.000	.300	3.336
Work Experience	.150	.068	2.195	.034	.605	1.654
Work Culture	.216	.132	2.631	.011	.291	3.439

a. Dependent Variable: Job Performance

Based on table 7, it can be seen that influence of work ethic on work performance. Significant testing with decision-making criteria: H_a is accepted and H_0 is rejected, when $t\text{-count} > t\text{-table}$ or $\text{Sig. } t < \alpha$ H_a is rejected and H_0 is accepted, when $t\text{-count} < t\text{-table}$ or $\text{Sig. } t > \alpha$

T-count amounted to 4,286 while the t-table amounted to 2,022 and significant amounted to 0.000, so that $t\text{-count } 4,286 > t\text{-table } 2,022$ and significantly $0.000 < 0.05$, then H_a was accepted and H_0 was rejected, which stated that work ethic had a positive and significant effect on work performance.

Influence of work experience on work performance.

Significant testing with decision-making criteria: H_a is accepted and H_0 is rejected, when $t\text{-count} > t\text{-table}$ or $\text{Sig. } t < \alpha$ H_a is rejected and H_0 is accepted, when $t\text{-count} < t\text{-table}$ or $\text{Sig. } t > \alpha$ T-count amounted to 2,195 while the t-table amounted to 2,022 and significantly amounted to 0.034, so that $t\text{-count } 2,195 > 2,022$ and significantly $0.034 < 0.05$, then H_a was accepted and H_0 was rejected, which stated that work experience had a positive and significant effect on work performance. Effect of work on job performance.

Significant testing with decision-making criteria: H_a is accepted and H_0 is rejected, when $t\text{-count} > t\text{-table}$ or $\text{Sig. } t < \alpha$ H_a is rejected and H_0 is accepted, when $t\text{-count} < t\text{-table}$ or $\text{Sig. } t > \alpha$. T-count amounted to 2,631 while the t-table amounted to 2,022 and significantly by 0.011, so that $t\text{-count } 2,631 > 2,022$ and significantly $0.011 < 0.05$, then H_a was accepted and H_0 was rejected, which stated that the work culture had a positive and significant effect on work performance.

Simultaneous Test

A simultaneous test is an experiment to look at the effect between an entire independent variable on a dependent variable, and the power of its effect. The simultaneous test hypothesis to look at the effect of independent variables on dependent variables in this study is as follows:

- Ho: F-table value $>$ f-count
- Ha: F-table value $<$ f-count

The simultaneous test hypothesis to look at the change in velocity (significance) of the overall influence of independent variables on dependent variables in this study is as follows:

- Ho: Significance value $>$ 0.05
- Ha: Significance value $<$ 0.05

Table 8. Simultaneous Tests ANOVA^b

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1015.834	3	338.611	51.412	.000a
Residual	256.864	39	6.586		
Total	1272.698	42			

- b. Predictors: (Constant), Work Culture, Work Experience, Work Ethic
- c. Dependent Variable: Job Performance

Based on table 8 above, it can be seen that F-count is 51,412 while F-table is 2.85 which can be seen at $\alpha = 0.05$ (see table appendix F). The significant probability is much smaller than 0.05 which is $0.000 < 0.05$, so the regression model is said that in this study work ethics, work experience, and work culture simultaneously have a positive and significant effect on work performance.

Determination Coefficient Test

The coefficient of determination analysis is used to determine the percentage of the variation in the effect of free variables on bound variables. If determination (R^2) is getting bigger or closer to one, then it can be said that the greater the effect that the free variable has on the bound variable.

Table 9. Coefficient of Determination Summary Model

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893a	.798	.783	2.56637

- a. Predictors: (Constant), Work Culture, Work Experience, Work Ethic
- b. Dependent Variable: Job Performance

Based on table 9, it has seen that the amount of adjusted R square as much as 0.783 or 78.3% provides an explanation that this research variable can explain about the Variable Work Achievement (Y) of 78.3% while the remaining 21.7% is influenced by other factors or variables outside the study, such as motivation, up Ah, leadership style and others. A R rating of 0.893 indicates that there is a close relationship between work ethic, work experience, and work culture to employee performance.

Model Equation

Model equations are a form of mathematics that explains the formulation of this research is simpler and

easier to read. In this study, researcher used Standardized Coefficients in forming regression equations, because in running data, data looks good and there are no problems in data feasibility tests and classical assumption tests. The regression equation of this study is:

$$Y = -0.329 + 0.658 X_1 + 0.150 X_2 + 0.216 X_3 + e.$$

Interpretations of this equation are:

- d. If everything on free variables is considered zero, then the work performance value (Y) is -0.329 units.
- e. If there is an increase in work ethic 1, then work performance (Y) will increase by 0.658 units.
- f. If there is an increase in work experience by 1, then work performance (Y) will increase by 0.150 units.
- g. If there is an increase in work culture by 1, then work performance (Y) will increase by 0.216 units.

5. Discussion

5.1 The Effect of Work Ethic on Work Performance

The results showed that work ethics in the United Nations, and Politics Agency of Medan city influenced work performance. This is seen from the analysis of the two-sign linear regression through the positively marked t test with a t-count value of 4,286 with sig. 0.000. Based on these results, it can be concluded that Hypothesis 1 (one) in this study is tested and acceptable. The positive direction shows that every increase in work ethic carried out by the National Unity Agency, and Politics of Medan City, will lead to an increase in the work performance of the Unitary Nation, and Politics Agency of Medan City simultaneously by 0.658 units. In other words, when the work ethic is the National Unity, and Politics Agency of Medan City consisting of creativity, working as a goal and consistently then the work performance of the National Unity, and Politics Agency of Medan City will increase as well. The results of this study in accordance with budiyanto (2017) and Aryana (2017) research, show that "work ethic has a positive and significant effect on work performance".

The results of this study are in accordance with the purpose of the study to find out whether work ethics has a positive and significant effect on work performance in the National Unity, and Politics Agency of Medan City has been implemented and at the same time it has solved existing problems. In the identification of problems, employees move from a field even though they have not mastered the first field has been answered.

5.2 Impact of Work Experience on Work Performance

The results showed that work experience in the Unitary Agency of the Nation, and Politics of Medan city, influenced work performance. This is seen from the

analysis of multiple linear regression through a positively marked t test with a t-count value of 2.195 with sig. 0.034. Based on these results, it can be concluded that Hypothesis 2 (two) in this study is tested and acceptable. The positive direction shows that every increase in work experience carried out by the National Unity Agency, and Politics of Medan city, will lead to the lifting of the work performance of the Medan city Unitary Agency, and Politics simultaneously by 0.150 units. In other words, when work experience in the Unitary Agency of the Nation, and Politics of Medan City consisting of a steady and smooth movement, faster to respond to signs and work calmly then the work performance of the National Unity Agency, and Politics of Medan city will increase as well. The results of this study, according to hutama (2016) and Hardianto (2016), show that "work experience has a positive and significant effect on work performance.

The results of this study are in accordance with the purpose of the study to find out whether work experience has a positive and significant effect on work performance in the Unitary Agency, and Politics of Medan City has been implemented and at the same time it has solved the problems that exist in the identification of problems, namely employees lacking experience and do not have confidence in doing the task has been answered.

5.3 The Impact of Work Culture on Work Performance

The results showed that the work culture in the Unitary Agency, and Politics of Medan City, influenced work performance. This is seen from the analysis of multiple linear regression through the positively marked t test with a t-count value of 2.631 with sig. 0.011. Based on these results, it can be concluded that Hypothesis 3 (three) in this study is tested and acceptable. The positive direction shows that every time there is an increase in the work done by the Unitary Agency of the Nation, and Politics of Medan City, will lead to an increase in the work performance of the Unitary Agency, and Politics of Medan City simultaneously by 0.216 unit. In other words when work culture in the Unitary Agency, and Politics of Medan City consisting of working hard, dedicated, and responsible then the work performance of the Unitary Agency of The Nation, and Politics of Medan City will increase. Also. The results of this study in accordance with the research of Sutripto (2013), Safrizal (2014) and Saleha (2016), showed that "work culture has a positive and significant effect on work performance".

The results of this study are in accordance with the purpose of the study to find out whether the work culture has a positive and significant effect on work performance in the Unitary Agency, and Politics of Medan City has been implemented and at the same time it has solved the problems in the identification of problems that employees

who come to the office only fill absences and employees are stay outside the office even though the rest hours have been completed has been answered.

5.4 The Impact of Work Ethic, Work Experience, and Work Culture on Work Performance

The results shown that work ethic, work experience, and culture in the National Unity Agency, and Politics of Medan city, influenced work performance. This is seen from the analysis of multiple linear regression through the positively marked F test with a P-value of 51,412 with sig. Based on these results, it can be concluded that Hypothesis 4 (four) in this study is tested and acceptable. The positive direction shows that every increase in work ethic, work experience, and work culture carried out by the National Unity Agency, and Politics of Medan City, will lead to an increase in the work performance of the National Unity Agency, and Politics of Medan City simultaneously. In other words, when the work ethic is made up of creativity, work as a goal and be consistent. Work experience consisting of steady and smooth movement, faster responding to signs, and working calmly, as well as a work culture consisting of working hard, Dedicated, and responsible increases, the work performance of the National Unity, and Politics Agency of Medan city will increase.

The results of this study are in accordance with the purpose of the study to find out whether work ethics, experience, and work culture simultaneously have a positive and significant effect on work performance in the Unitary Agency, and Politics of Medan City and at the same time have solved the problems that exist in the identified problem. i.e. employees move from a field even though they have not mastered the first field, employees are less experienced and do not have confidence in doing tasks, employees arrive late to the office even though the entry hours have been set and agreed together, employees who come to the office only absent even though there are responsibilities that must be done employees are still outside the office even though the rest hours are finished.

6. Conclusion

Based on the results of the research outlined above,

- Work ethic has a positive and significant effect on the work performance of employees of the National Unity, and Politics Agency of Medan City. Tested and acceptable based on the value of the work ethics variable t-count (X1) is 4,286 and the value of t-table of 2,022 then t-count > t table (4,286 > 2,022) and Sig value. < 0.05 (0.000 < 0.05). The impact of work ethics (X1) to work performance (Y) of 0.658, which means that every work ethic (X1), it will increase work performance (Y) by 0.658 units.

- Work experience has a positive and significant effect on the work performance of employees of the National Unity, and Politics Agency of Medan City.
- Tested and acceptable based on the value of the variable work experience variable (X2) is 2.195 and the table t value of 2.022 then t-count > t table (2,195 > 2.022) and sig. < value 0.05 (0.034 < 0.05). The magnitude of the influence of work experience (X2) on work performance (Y) by 0.150, which means that every work experience (X2), will increase work performance (Y) by 0.150 units.
- Work culture has a positive and significant influence on the work performance of employees of the National Unity, and Politics Agency of Medan City. Tested and acceptable based on the value of the working culture variable (X3) is 2.631 and the table t value is 2.022 then t-count > t table (2,631 > 2.022) and Sig. < value 0.05 (0.011 < 0.05). The magnitude of the influence of work culture (X3) on work performance (Y) by 0.216, which means that every work culture (X3), will increase work performance (Y) by 0.216 units.
- Work ethic, work ethics and work culture simultaneously have a positive and significant effect on the work performance of employees of the National Unity Agency, and Politics of Medan City.
- Tested and acceptable based on f-count value of 51.412 with a significant level of 0.000, greater than the value of F-table with a significant rate of 95% ($\alpha = 0.05$) is 3.23 = (51,412 > 2.85).

6.1 Suggestion

Based on the conclusions that have been stated above, it can be mentioned some suggestions, namely:

- It is recommended that the organization leadership to maintain and continue to improve the performance of employees who complete their tasks in accordance with the Standard Operating Procedure (SOP) and further advised the organization leadership to pay more attention to employees who do not have creativity in completing the work. With solutions, create a positive work culture, form teams to create new innovations, and create a platform to channel employee creativity.
- It is recommended that the organization leadership to maintain employees who are swift and responsive in recognizing the signs of accidents and furthermore it is recommended that the organization leadership pay more attention to employees who do not control the work equipment provided by organization. With solutions to provide training to employees who do not master work equipment and provide guidance to employees who are less careful and careful about the tasks given.
- It is recommended that the organization leadership to maintain experts who work hard to achieve the target and furthermore it is recommended that the organization

leadership pay more attention to employees do not have firmness, firmness in carrying out work and decision making. With solutions provide training for employees and foster confidence in completing the work.

- It is recommended that the organization leadership to retain employees who can create creative ideas and furthermore it is recommended that the organization leadership pay more attention to activists who work inaccurately and often make mistakes. With solutions to improve the quality of communication between leaders and employees.

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