

## **Employee Performance Reviewed From Workload, Organizational Culture, Work Experience and Village Office Competence in Kwadungan District, Ngawi**

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### **ABSTRACT.**

*This study aims to determine and explain the influence of workload, organizational culture, work experience, and competence on the performance of village officials in Kwadungan District, Ngawi. The population of this study was 102 village officials in Kwadungan District, Ngawi, and a sample of 50 people using total sampling technique. Data collection used a questionnaire. Data analysis used Multiple Linear Analysis. The results showed that workload, organizational culture, work experience, and competence contributed 70.5% to performance, while the remaining 29.5% was explained by other variables not included in this study. Suggestions from this research, village officials in Kwadungan District, Ngawi can improve organizational culture and competence and leaders are able to manage employee workloads so that work experience increases to achieve maximum performance results in villages in Kwadungan District, Ngawi.*

**Keywords: performance, workload, organizational culture, work experience, competence, village apparatus**

### **INTRODUCTION**

Human resources play a crucial role in any institution. Every company naturally desires optimal work results, which is reflected in the high performance of its employees. Employee performance will improve if each employee's needs are met. Therefore, institutions must continuously motivate their employees to achieve their desired goals.

Improving the quality of human resources is expected to improve employee performance. Every company will always strive to improve employee performance and hope to achieve both corporate and individual goals. Performance significantly impacts the quality of a company because it determines the level of success of its operations from year to year, resulting from human resources whose quality meets established work standards (Farisi, Irnawati & Fami, 2020).

Employee performance improvement can be influenced by the workload assigned to them. The lighter the workload, the quicker the completion. However, this assumption is not always true. Sometimes, a light workload actually leads to decreased employee performance. This is because employees feel they are no longer trustworthy or that they are not contributing enough to their work, leading to laziness to work even when the workload is relatively light. One way to gauge a company's progress is through performance appraisal results (Damaiyanti & Hanifa, 2021). High workloads lead to decreased employee morale. This can impact employee

performance. Furthermore, work discipline and a less supportive work environment are factors that need to be considered in efforts to improve employee performance (Pambudi, Suwarsono & Fajariyah, 2022).

An organization that begins to focus on building an organizational culture also places human resources in a strategic position through top leadership to secure shared behavioral norms, values, and beliefs within the organization. It also serves as a vital tool for management to achieve high performance. Ultimately, a positive work attitude is created that drives improved employee and management performance, manifested in all organizational activities and policies (Pujilestari, 2021). Companies should improve discipline and foster an organizational culture of self-awareness to become a habit for employees, boosting their work ethic (Oktavia & Fernos, 2023).

Experience is one of the factors that influences a person's performance in carrying out tasks to achieve their organization's goals. An employee's work experience in a government or organization will influence their performance. With extensive experience, the likelihood of achieving good performance is quite high. Conversely, if someone lacks sufficient experience in carrying out their duties, there is a high risk of failure (Basyit, Sutikno & Dwiharto, 2020).

Work experience is linked to an employee's abilities and skills in carrying out assigned tasks. Work experience not only monitors skills, expertise, and abilities, but also reflects a person's experience or length of time working at an agency. The more experience gained, the more proficient they will be in carrying out their work. To gauge the level of experience, an employee's knowledge and mastery of skills can be assessed. Adequate experience enhances skill capabilities. Work experience can improve employee performance (Firdayanti, Makkuradde & Syam, 2022).

Professional human resources must possess competence in their field, possess broad insight and foresight, possess a competitive spirit and compete honestly and fairly, and maintain professional ethics (Sihite, Nasution & Amora, 2024). Competence or work ability, whether knowledge or skills, is a crucial component in achieving performance. If employees possess good work abilities, they will be able to complete their work tasks effectively, which ultimately supports improved performance (Alam, Tanjung & Taufik, 2022).

Kwadungan is a sub-district in the southeastern tip of Ngawi Regency, East Java Province, Indonesia. Kwadungan Sub-district consists of 14 villages, requiring village officials with strong service capabilities and loyalty to the village government. On average, each village in Kwadungan Sub-district has 8-10 employees, bringing the total number of village officials in Kwadungan Sub-district to 140.

From the initial investigation, several data and information related to the condition of human resources in almost all villages or sub-districts were obtained which were almost the same. Some village officials or sub-district employees also still complained about the large number of tasks that had to be done and the time required to complete them exceeded working hours. Many village officials or sub-district employees did not comply with regulations and implemented the established village organizational culture, such as paying less attention to the details of village or sub-

district programs and being less aggressive and innovative in providing services to the community. In addition, quite a lot of employees had just joined the village government office so that in terms of work experience they were still lacking. Technical skills in carrying out the daily work of the village government, such as operating computers with new and various applications that had not yet been mastered by all of them, resulted in less than optimal work results. All of these things were suspected to be the cause of the less than optimal performance of sub-district or village employees in Kwadungan District, Ngawi.

### RESEARCH METHODS

This type of research is a quantitative research. This research was conducted in villages in Kwadungan District, Ngawi. The research time was carried out for one month, namely in January - July 2025. The location was chosen with the following considerations in Kwadungan District, Ngawi has never been used for similar research and the less than optimal performance of the employees is caused by less than optimal organizational culture, high workload, and lack of competence and still lack of work experience. The population used in this study were 50 village officials in Kwadungan District, Ngawi. The number of samples in this study was 50 village officials in Kwadungan District, Ngawi. The researcher selected the sample using a saturated sampling technique because the population is relatively small, so the sample used in this study was 50 people. The data obtained was then processed using multiple linear regression analysis tools with the help of SPSS 25.

### RESULTS AND DISCUSSION

Table 1 Multiple Linear Regression Results1

No	Variables	Unstandardized B	Information
1	(Constant)	8,069	Positive
2	Workload	.196	Positive
3	Organizational culture	.249	Positive
4	Work experience	.283	Positive
5	Competence	.153	Positive

Source: Primary Data processed in 2025

Based on the table above, it can be seen that the regression equation formed is:

$$Y = 8.069 + 0.196$$

From this equation it can be explained that:

a. Constant (a)

The constant value of 8.069 indicates that the variables Workload, Organizational Culture, Work Experience and Work Experience if the value is 0 then the Performance of Village Apparatus in Kwadungan District, Ngawi has a Performance level of 8.069.

b. Workload Coefficient( $\beta_1$ )

The value of the Workload coefficient or Workload variable ( $\beta_1$ ) is 0.196 with a positive value. This means that for every 1-fold increase in Workload, the

Performance of Village Apparatus in Kwadungan Ngawia District will increase by 0.196, assuming other variables are constant.

c. Organizational Culture Coefficient ( $b_2$ )

The coefficient value of Organizational Culture or the Organizational Culture variable ( $\beta_2$ ) is 0.249 with a positive value. This means that for every 1x increase in Organizational Culture, the Performance of Village Apparatus in Kwadungan Ngawia District will increase by 0.249, assuming other variables remain constant.

d. Work Experience Coefficient ( $b_3$ )

The Work Experience value or Work Experience variable ( $\beta_3$ ) is 0.283 with a positive value. This means that for every 1-fold increase in Work Experience, the Performance of Village Officials in Kwadungan Ngawia District will increase by 0.283, assuming other variables remain constant.

e. Work Experience Coefficient ( $b_4$ )

The Work Experience value or Work Experience variable ( $\beta_3$ ) is 0.153 with a positive value. This means that for every 1x increase in Work Experience, the Performance of Village Officials in Kwadungan Ngawia District will increase by 0.153, assuming other variables remain constant.

**Model Feasibility Test**

Table 2. Model Testing Results

Model	F count	Ftable	Sig.	Standard	Information
Regression	52,115	2.74	0,000	0.05	Eligible Model

Source: Primary Data processed in 2025

From the results of the model feasibility test,  $F_{hitung} > F_{tabel}$  was obtained at  $52.115 > 2.79$  with a significance of 0.000, meaning that this analysis is significant with a significance level of less than 0.05, so  $H_0$  is rejected and  $H_a$  is accepted. In other words, there is an influence between Workload, Organizational Culture, Work Experience and Work Experience simultaneously and significantly on the Performance of Village Apparatus in Kwadungan District, Ngawi and meets the feasibility test for the model.

**Hypothesis Testing**

Table 3. Hypothesis Testing Results

Hypothesis	thitung	table	Sig.	Standard	Information
H1	1,799	>1,676	.039	0.05	Ha Accepted
H2	2,435	>1,676	.006	0.05	Ha Accepted
H3	2,150	>1,676	.037	0.05	Ha Accepted
H4	2,221	>1,676	.028	0.05	Ha Accepted

Source: Primary Data processed in 2025

Based on the results of the t-test in the table above, it can be explained in the following form:

- a. The Influence of Workload on the Performance of Village Apparatus in Kwadungan District, Ngawi  
The Workload variable has a calculated t value > t table (1,799 > 1.676) and significance  $0.039 < 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that there is a positive and significant influence on the Performance Burden of Village Apparatus in Kwadungan District, Ngawi.
- b. The Influence of Organizational Culture on the Performance of Village Apparatus in Kwadungan District, Ngawi  
The Organizational Culture variable has a t-value > t-table (2.435 > 1.676) and a significance of  $0.006 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that there is a positive and significant influence of Organizational Culture on the Performance of Village Apparatus in Kwadungan District, Ngawi.
- c. The Influence of Work Experience on the Performance of Village Officials in Kwadungan District, Ngawi  
The Work Experience variable has a calculated t value > t table (2.150 > 1.676) and a significance of  $0.037 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that there is an influence of Work Experience on the Performance of Village Apparatus in Kwadungan District, Ngawi.
- d. The Influence of Competence on the Performance of Village Apparatus in Kwadungan District, Ngawi  
The Competence variable has a calculated t value > t table (2.221 > 1.676) and a significance of  $0.028 < 0.05$ , so  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that there is a positive and significant influence of Competence on the Performance of Village Apparatus in Kwadungan District, Ngawi.

### Coefficient of Determination Test (R<sup>2</sup>)

Table 4. Results of the Determination Coefficient

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Information</i>
1	.906a	.620	.705	Eligible Model

Source: Primary Data processed in 2025

Based on the calculation results, the adjusted R square value was 0.705. This means that the variables Workload, Organizational Culture, Work Experience and Work Experience contributed 70.5% to Performance, while the remaining 29.5% was explained by other variables not proposed in this study.

### Discussion

1. The Influence of Workload on the Performance of Village Apparatus in Kwadungan District, Ngawi

The Workload variable has a calculated t value  $> t$  table ( $1,799 > 1.676$ ) and significance  $0.039 < 0.05$ , then the workload has a positive and significant effect on the performance of Village Apparatus in Kwadungan District, Ngawi.

The results of the study on Workload having a positive and significant effect on the Performance of Village Apparatus in Kwadungan District, Ngawi are in line with research conducted by Damaiyanti & Hanifa (202); Pambudi, Suwarsono & Fajariah (2022) found that Workload has an effect on the Performance of Village Apparatus in Kwadungan District, Ngawi.

A high workload can improve multitasking skills and managerial abilities, and village officials who have high discipline and technological support (for example, village administration applications) are able to complete work faster, which is part of their workload.

## 2. The Influence of Organizational Culture on the Performance of Village Apparatus in Kwadungan District, Ngawi

The Organizational Culture variable has a calculated t value  $> t$  table ( $2.435 > 1.676$ ) and a significance of  $0.006 < 0.05$ , so organizational culture has a positive and significant effect on the performance of village officials in Kwadungan District, Ngawi.

The results of research on Organizational Culture have a positive and significant effect on Performance in line with Pujilestari (2021) and Oktavia & Fernos (2023) who obtained the results that Organizational Culture has a positive and significant effect on Performance.

A healthy culture (mutual cooperation, openness, discipline) encourages better performance, while an unhealthy culture (rigid hierarchy, excessive informal communication, low discipline) actually reduces the quality of service.

## 3. The Influence of Work Experience on the Performance of Village Apparatus in Kwadungan District, Ngawi.

The Work Experience variable has a calculated t value  $> t$  table ( $2.150 > 1.676$ ) and a significance of  $0.037 < 0.05$ , so work experience has an effect on the performance of village officials in Kwadungan District, Ngawi.

Research on Work Experience on the Performance of Village Apparatus in Kwadungan District, Ngawi in line with research by Basyit, Sutikno & Dwiharto (2020) and Firdayanti, Makkuradde & Syam (2022), the results showed that work experience has a positive and significant effect on work experience.

Village officials who have worked for more than five years are generally able to complete administrative tasks such as issuing certificates, financial reports, and filing more quickly and with fewer errors. This is because they are familiar with procedures and understand the local community's work patterns.

## 4. The Influence of Competence on the Performance of Village Apparatus in Kwadungan District, Ngawi

The Competence variable has a calculated t value  $> t$  table ( $2.221 > 1.676$ ) and a significance of  $0.028 < 0.05$ , so competence has a positive and significant effect on the performance of village officials in Kwadungan District, Ngawi.

The results of the study of Work Experience on the Performance of Village Apparatus in Kwadungan District, Ngawi, have a positive and significant effect in line with research conducted by Sihite, Nasution & Amora (2024) and Alam, Tajang & Taufik (2022) which obtained the results that Work Experience has a positive and significant effect on Work Experience.

Some village officials don't fully understand village laws and regulations, resulting in delayed or procedural delays in administrative and decision-making processes. For example, village fund accountability reports are late due to a lack of understanding of reporting formats and regulations.

### CONCLUSION AND SUGGESTIONS

Based on the results of research on employee performance in terms of workload, organizational culture, work experience and competency of village officials in Kwadungan District, Ngawi, it can be concluded that workload, organizational culture, work experience and competencies has a positive and significant impact on performance village officials in Kwadunga District. Based on the calculation results, the adjusted R square value was 0.705. This means that the variables Workload, Organizational Culture, Work Experience, and Job Experience contributed 70.5% to Performance, while the remaining 29.5% was explained by other variables not included in this study. The following suggestions can be given: Institutions are advised to conduct periodic evaluations and adjustments to workload, competency, training, and leadership to improve the performance of village officials in the Kwadungan District, Ngawi.

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