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THE INFLUENCE OF WORK EXPERIENCE, KAIZEN CULTURE, AND COMPETENCE ON EMPLOYEE PERFORMANCE MUSHROOM MSMES IN KEDIRI

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Abstract
This research seeks to explores the influence of work experience, kaizen culture, and competence on the performance of employees in Mushroom Micro, Small, and Medium-Sized Enterprises (MSMEs) in Kediri. The study encompassed the entire population of MSME Mushroom employees in Kediri, totaling 45 individuals, employing a saturated sampling technique where all respondents were considered as samples. Data collection methods involved observation, interviews, questionnaires, and literature studies, with data measurement conducted through the Likert scale. Analysis of the collected data employed validity tests, reliability tests, multiple linear regression tests, t tests, F tests, and the coefficient of determination, facilitated by SPSS 16.0. The results of the multiple linear regression analysis indicated that all independent variables significantly influenced the dependent variable, which is employee performance. The coefficient of determination revealed a percentage of 70.9%, signifying that work experience, kaizen culture, and competence collectively account for this portion of the variance in the performance variable. The remaining 29.1% is attributed to other variables not scrutinized in this research. These findings highlight the substantial influence of the specified factors on employee performance within the context of Mushroom MSMEs in Kediri.

Keywords: *Competence, Employee Performance, Kaizen Culture, Work Experience*

1. INTRODUCTION

It is crucial to emphasize the significance of MSMEs in Indonesia at this moment, as they have demonstrated their pivotal role in maintaining the stability of the nation's economy. Consequently, it is imperative for MSME employees to exercise caution and ensure that their work is characterized by ethical conduct, professionalism, and exceptional competence (Shofawati, 2019). Furthermore, it is expected that each employee will strive to enhance both the quantity and quality of their products.

Human Resources (HR) plays a crucial role in organizing and maintaining the efficiency of the system. To effectively manage it, HR needs to closely monitor key aspects such as work experience, discipline, and competence. This ensures that employees with the necessary skills and knowledge can contribute their expertise in alignment with the company's goals. Therefore, HR must prioritize the development and evaluation of human resources to ensure optimal performance levels (Mathis et al., 2012).

Work experience refers to the proficiency and skills that an individual has acquired in successfully completing assigned tasks. Possessing a strong work experience enables employees to carry out their responsibilities with ease, ultimately leading to enhanced work potential.

According to Syamsuri & Siregar (2018), Robbins & Coulter define "organizational culture" as the collective values, norms, attitudes, and work ethics held by individuals within an organization. It encompasses the shared values, principles, traditions, and working methods that influence the behavior of its members. It is crucial to closely observe employee behavior, their thought processes, collaboration, and interaction with their surroundings. By fostering a positive organizational culture, companies can enhance employee performance and ultimately achieve success.

Imai (in Sejati (2019)) defines "*kaizen*" as the ongoing advancement and enhancement in an individual's life, encompassing their personal, social, and professional spheres. Numerous companies in Indonesia are presently adopting kaizen as it aims to systematically streamline all organizational operations, leading to beneficial advancements, including the *kaizen* process.

Employee performance can be influenced by various factors, and competence is one such factor. Competency serves as a fundamental attribute that motivates employees to enhance their work performance. By possessing a high level of competence, employees can strive for optimal performance (Marhayani & Ibrahim, 2019). Hence, competence plays a pivotal role in encouraging employees to attain high levels of performance.

Work improvement is a crucial process that holds great significance for both employees and MSMEs (Maksum et al., 2020). MSMEs anticipate enhanced employee performance to yield better work outcomes and ultimately boost their profits. Simultaneously, employees aspire to unlock their potential and secure career advancements within their workplace. To meet these dual objectives, the implementation of an effective performance management system is imperative.

The quantity and quality of construction implementation have a significant impact on the performance of employees in MSMEs. Naturally, the work experience of employees influences the human resources (HR), enabling them to work professionally and competently in their respective roles. Additionally, the implementation of Kaizen can further enhance performance (Nakamori et al., 2019). The competencies that Mushroom MSME employees in Kediri possess are crucial components that contribute to their improved performance. These competencies encompass the necessary knowledge and skills required to successfully fulfill their job responsibilities.

The main objective of this study is to thoroughly examine and understand the relationship between work experience, *kaizen* culture, and competence, and how they collectively impact the performance of employees in Mushroom Micro, Small, and Medium-Sized Enterprises (MSMEs) in Kediri, Indonesia. By investigating these key variables, the study aims to provide valuable insights into how the combination of employees' experiential knowledge, the promotion of a culture of continuous improvement, and the mastery of competencies shape and enhance overall work performance.

2. LITERATURE REVIEW

2.1. Work Experience

Work experience is the ability or skills that a person possesses to complete each assigned task. Employees with substantial work experience tend to feel more comfortable fulfilling their responsibilities, thereby increasing their work potential (Salvisberg, 2010).

Additionally, individuals with high experience are in high demand in the labor market due to their high productivity (Arrow, 1962) and lower training costs (Oswald-Egg & Renold, 2021).

According to Manullang (1984), work experience is the process of acquiring knowledge or skills about job methods through active involvement in carrying out work duties. It encompasses the knowledge and skills acquired as a result of actions or work performed over a specific period (Trijoko, 1980): 82). Work experience serves as an indicator of a person's level of mastery in a job, with longer experience correlating to increased income and productivity (Omar et al., 2013)

Foster et al. (2001) identifies indicators of work experience, including:

a. Length of Time or Working Time: This measures the duration an individual has spent understanding and successfully carrying out job duties.
b. Level of Knowledge and Skills Possessed: Knowledge refers to concepts, principles, procedures, policies, or other information required by employees. Skills encompass the ability to understand and apply information to work responsibilities.
c. Mastery of Work and Equipment: This reflects a person's proficiency in the technical aspects of equipment and work techniques.

2.2. Kaizen Culture

Kaizen is a daily activity aimed at not only increasing productivity but also "humanizing" the workplace, reducing excessive workload, and eliminating waste in the work process. According to Musman (2019), Kaizen is deeply ingrained in Japanese society and translates to "change for the better." Nakamori's research suggests that Kaizen involves employees sharing talents, insights, and voluntary contributions to enhance organizational outcomes (Macpherson, 2015). Kaizen is applied by companies to produce higher quality products at lower costs (Glover et al., 2014; Miller et al., 2014).

Imai (in Lestari, 2018: 586) outlines components of Kaizen's culture indicators, including:

a. *Seiri* (Brief): Organizing and sorting items according to specific rules, eliminating unnecessary items, and improving storage efficiency.
b. *Seiton* (Neat): Storing goods in the right place to reduce search processing time and maintain a tidy workplace.
c. *Seiso* (Clean): Cleaning to remove rubbish and foreign objects, emphasizing the importance of cleanliness.
d. *Seiketsu* (Treat): Ensuring a well-maintained workplace to prevent problems and irregularities.
e. *Shitsuke* (Hardworking): Motivating workers to participate in maintenance and repair activities and adhere to rules diligently.

2.3. Competence

Competence is crucial for organizational success, representing an individual's capacity to perform tasks according to established job requirements. Competence includes skills, knowledge, and attitudes (Sutrisno et al., 2010). Competence is also defined as the overall knowledge, skills, behavior, and attitudes contributing to successful task performance (Sanusi, 2011).

Zwell in Wibowo (2010) identifies eight elements influencing a person's competency:

a. Beliefs and Values: Positive beliefs about oneself and others contribute to proactive thinking.
b. Skills: Learnable and improvable abilities, such as public speaking and writing, enhance competence.
c. Experience: Involvement in organizing, communicating, and problem-solving contributes to competency.
d. Personality Characteristics: Influence interpersonal skills, teamwork, and relationship-building.
e. Motivation: Positively impacting motivation through support and acknowledgment enhances competency.
f. Emotional Issues: Addressing emotional obstacles prevents barriers to competency mastery.
g. Cognitive Capacity: Dependent on cognitive thinking, such as conceptual and analytical thinking.
h. Organizational Culture: Influences human resource competency in activities like recruitment and decision-making (Rychen & Salganik, 2002).

2.4. Employee Performance

Employee performance is crucial for MSME success, requiring a good performance management system. According to Rivai and Sagala in Mangkunegara & Hasibuan (2009), performance is the actual behavior displayed by individuals, representing work achievements in line with their role in MSMEs.

Mathis et al. (2017) define performance as actions and results, while Mangkunegara (2016) emphasizes the quality and quantity achieved by employees in carrying out assigned tasks. Anwar Prabu Mangkunegara (2013:75) identifies five performance indicators:

a. Work Quality: Neatness, thoroughness, and interconnectedness of work results.
b. Work Quantity: Efficiency and effectiveness in completing work in line with company goals.
c. Responsibility: Acceptance and execution of work, taking responsibility for results and work behavior.
d. Cooperation: Willingness to collaborate vertically and horizontally for better work results.
e. Initiative: Proactive engagement and problem-solving without waiting for orders.

2.5. Theoretical Framework

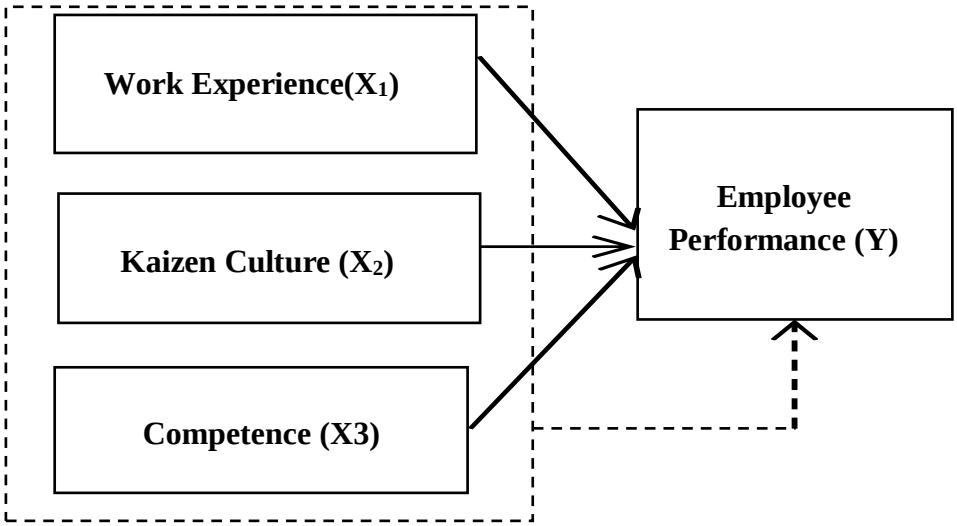

Figure 1. Framework of Thought

The framework above can be explained by following hypotheses:

a. There is a suspected influence between work experience and the performance of Mushroom MSME employees.
b. There is a suspected influence between Kaizen culture and the performance of Mushroom MSME employees.
c. Employees at Mushroom MSME are believed to be influenced by competence in their work performance.
d. There is a suspected influence between work experience, Kaizen culture, and competence simultaneously on the performance of Mushroom MSME employees.

3. RESEARCH METHODS

In order to conduct this research, the investigators utilized a quantitative methodology to establish a strong and statistically sound understanding of the relationships and influences between the variables of interest. They employed correlation analysis to determine the strength and direction of associations, providing valuable insights into the interdependence of these variables. Additionally, multiple linear regression analyses were conducted to assess the extent to which one variable could predict or explain variations in the other. This approach not only enhances the credibility of the findings, but also allows for the identification of potential predictors and their respective contributions to the outcomes.

The study focused on a total population and a carefully selected sample of 45 employees who were actively involved in UMKM Jamur Kediri. By including both a total population and a sample, the research aimed to obtain a comprehensive understanding of the phenomenon being studied while considering practical limitations in terms of resources. The decision to concentrate on employees within UMKM Jamur Kediri was a deliberate choice to ground the research in a specific organizational context, ensuring that the findings are not only academically rigorous, but also relevant and applicable to the

unique dynamics of this particular business setting. This methodological alignment with academic standards, combined with the specific focus on UMKM Jamur Kediri employees, positions the research as a valuable contribution to the scholarly understanding of the identified variables within the broader context of both academia and organizational practice.

4. RESULTS AND DISCUSSION

4.1. Result

4.1.1. Validity Test

Table 1. Validity Test Results

Item	r-statistic	r-table	Information
X1.1	0,709	0,287	Valid
X1.2	0,722	0,287	Valid
X1.3	0,762	0,287	Valid
X1.4	0,380	0,287	Valid
X1.5	0,725	0,287	Valid
X2.1	0,582	0,287	Valid
X2.2	0,447	0,287	Valid
X2.3	0,859	0,287	Valid
X2.4	0,793	0,287	Valid
X2.5	0,810	0,287	Valid
X3.1	0,774	0,287	Valid
X3.2	0,756	0,287	Valid
X3.3	0,803	0,287	Valid
X3.4	0,835	0,287	Valid
X3.5	0,412	0,287	Valid
Y1	0,651	0,287	Valid
Y2	0,601	0,287	Valid
Y3	0,632	0,287	Valid
Y4	0,743	0,287	Valid
Y5	0,753	0,287	Valid

Based on table 1, shows that the results of testing the validity of questionnaire research with 5 instruments with r-statistic > r-table so that the question items on the work experience, discipline and competency variables meet the requirements because the correlation value has a value above 0.2876.

4.1.2. Reliability Test

Table 2. Reliability Test Results

Variable	Cronbach 's Alpha	Information
Work Experience (X1)	0,675	Reliable
Kaizen culture (X2)	0,760	Reliable
Competence (X3)	0,771	Reliable
Employee Performance (AND)	0,697	Reliable

Based on data from table 2, it can be concluded that the independent variables, namely work experience, kaizen culture, and competency and the dependent variable employee performance have a Cronbach's alpha value greater than 0.60 so that all statement items measuring research variables are declared reliable.

4.1.3. Multiple Linear Regression Analysis

Table 3. Results of Multiple Linear Regression Analysis
Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.696	1.619		.430	.669
Work experience	.298	.100	.301	2.971	.005
Kaizen Culture	.277	.113	.307	2.446	.019
Competence	.384	.109	.400	3.518	.001

a. Dependent Variable: Employee Performance

Results SPSS 16.0 For multiple linear regression analysis, get the multiple linear regression equation, namely:

$$Y = 0.696 + 0.289X1 + 0.277X2 + 0.384X3$$

The equation from the regression shows that:

a. With a constant value of 0.696, which means that if work experience (X1), *kaizen* culture (X2), and competency (X3) have constant values, then employee performance (Y) has a value of 0.696.
b. The work experience regression coefficient (X1) is 0.289, indicating a positive value and the other independent variables remain constant, it means that if the work experience variable (X1) increases by one unit, then the employee performance variable (Y) will increase by 0.289.
c. The kaizen culture regression coefficient (X2) of 0.277 shows a positive value and the other independent variables remain constant. This means that if the

kaizen culture variable (X2) increases by one unit, then the employee performance variable (Y) will experience an increase of 0.277.

d. The competency regression coefficient (X3) of 0.384 shows a positive value and the other independent variables remain constant. This means that if the competency variable (X3) increases by one unit, then the employee performance variable (Y) will increase by 0.384.

4.1.4. T Test (Partial Test)

Based on the results of the t test using the spss16.0 program, it can be explained with the following conclusions:

a. Work Experience (X1)
Based on table 3, it is known that the t-statistic of work experience (X1) is 2.971 and the t-table is 2.014 (t-statistic > t-table) so H0 rejected and Ha accepted with a significance level of 5%, meaning that individual (partial) work experience influences employee performance.

b. Kaizen (X2)
Based on table 3, it is known that the t-statistic of kaizen culture (X2) is 2.446 and t table is 2.014 (t statistic > t table) then H0 rejected and Ha accepted with a significance level of 5%, meaning that kaizen culture individually (partially) influences employee performance.

c. Competencies (X3)
Based on table 3, it is known that the t-statistic of competence (X3) is 3.518 and the t -table is 2.014 (t-statistic > t-table) so H0 rejected and Ha accepted with a significance level of 5%, meaning that individual (partial) competence has an effect on employee performance.

d. The mean value of the Tax Incentives variable is 3012.335, with a standard deviation of 9656.802. This indicates that the mean value is smaller than the standard deviation, implying that there is high variability and dispersion in the Tax Incentives variable. The minimum value is found in PT. Prasidha Aneka Niaga Tbk at -0.008436 in 2019, and the maximum value is found in PT. Indofood Sukses Makmur Tbk at 43839.25 in 2016.

e. The mean value of the Financial Distress variable is 39.56000, with a standard deviation of 125.7013. This suggests that the mean value is smaller than the standard deviation, indicating high variability and dispersion in the Financial Distress variable. The minimum value is recorded in PT. Sekar Bumi Tbk at 0.000000 in 2019, and the maximum value is observed in PT. Ultra Jaya Milk Industry Tbk at 624.0000 in 2019.

4.1.5. F Test (Simultaneous Test)

Based on table 4 below using the program SPSS 16.0, obtained an f value of 33.268 with a significance level of 0.000. The significance value obtained is smaller than 0.05. This shows that the employee performance variable (Y) can be explained significantly by work experience (X1), kaizen culture (X2), and competency (X3). So, it can be concluded that the variables of work experience, kaizen culture, and competence together (simultaneously) have an influence significant impact on employee performance at Mushroom MSMEs.

Table 4. F Test Results

ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Say.
Regression	227.389	3	75.796	33.268	.000[a]
Residual	93.411	41	2.278		
Total	**320.800**	**44**			

a. Predictors: (Constant), Competency, Work Experience, Kaizen Culture
b. Dependent Variable: Employee Performance

Based on table 4 above using the program SPSS 16.0, obtained an f value of 33.268 with a significance level of 0.000. The significance value obtained is smaller than 0.05. This shows that the employee performance variable (Y) can be explained significantly by work experience (X1), kaizen culture (X2), and competency (X3). So, it can be concluded that the variables of work experience, kaizen culture, and competence together (simultaneously) have an influence significant impact on employee performance at Mushroom MSMEs.

4.1.6. Coefficient of Determination Test

Table 5. Results of Coefficient of Determination Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842a	.709	.688	1.509

a. Predictors: (Constant), Competency, Work Experience, Kaizen Culture

Table 5 indicates that the R Square coefficient of determination is 0.709 or %. This indicates that work experience, kaizen culture, and competency account for 70.9% of the performance of Mushroom MSME employees, with the remaining 29.1% being impacted by variables not included in this study.

4.2. Discussion

The research at hand stands as a significant contribution to the academic discourse on organizational behavior and performance within the context of Mushroom MSMEs. The methodological rigor employed in the validation and reliability testing of the questionnaire, meticulously presented in Tables 1 and 2, attests to the robustness of the research instrument. Such methodological diligence ensures the precision and credibility of the data, a critical prerequisite for any scholarly inquiry.

The derived multiple linear regression equation, Y = 0.696 + 0.289X1 + 0.277X2 + 0.384X3, embodies not only a mathematical representation of the relationship between the independent variables (work experience, kaizen culture, and competency) and the dependent variable (employee performance) but also serves as a theoretical model with implications for organizational dynamics. This equation provides a quantifiable

framework for understanding the intricate dynamics influencing employee performance in Mushroom MSMEs, offering a nuanced lens for both scholars and practitioners.

The individual variable impact, as discerned through t-tests presented in Table 3, delves into the nuances of each factor's contribution. Work experience (X1), kaizen culture (X2), and competency (X3) are established as individual determinants significantly influencing employee performance. Such granular insights not only enrich the theoretical underpinnings of organizational behavior but also pave the way for targeted empirical investigations into the mechanisms through which these variables exert their influence.

The results presented in Table 4, emanating from SPSS 16.0, substantiate the collective influence of work experience, kaizen culture, and competency on employee performance. The statistical significance of the obtained f-value and its associated significance level further reinforce the imperative for a holistic perspective when investigating and interpreting the dynamics of organizational performance in the Mushroom MSME sector. This resonates with broader theoretical frameworks within organizational studies, emphasizing the interconnectedness of variables in influencing outcomes.

The R Square coefficient of determination, elucidated in Table 5, underscores the substantial explanatory power of the studied variables. This quantitative representation, indicating that work experience, kaizen culture, and competency collectively account for 70.9% of the variance in employee performance, not only quantifies their impact but also prompts further theoretical contemplation regarding the remaining unexplained variance. This lacuna beckons academic scholarship to explore and identify other factors that contribute to the complex tapestry of employee performance in Mushroom MSMEs.

Furthermore, this research not only advances the empirical understanding of employee performance in Mushroom MSMEs but also contributes methodologically rigorous frameworks for future investigations. Its academic significance lies in its ability to blend quantitative analyses, theoretical modeling, and nuanced explorations of contextual variables, offering a holistic and multidimensional perspective. The findings serve as a springboard for scholars interested in organizational behavior, human resource management, and performance dynamics within the specific context of Mushroom MSMEs, encouraging ongoing academic discourse and empirical scrutiny in this burgeoning field.

5. CONCLUSION

The research findings underscore the significant individual impacts of work experience, kaizen culture, and competency on the performance of Mushroom MSME employees. Work experience demonstrates a positive and noteworthy influence on employee performance when considered individually. Similarly, the analysis reveals that fostering a kaizen culture within the organization and prioritizing competency development also contribute positively and significantly to employee performance. Moreover, the simultaneous influence of work experience, kaizen culture, and competency emphasizes the interconnected nature of these factors in shaping the overall performance of employees in Mushroom MSMEs.

In light of these conclusions, recommendations for Mushroom MSMEs in Kediri include a focus on continual improvement in performance quality. This involves expanding work experience, implementing a kaizen culture, and enhancing employee competence. Mushroom MSMEs are advised to encourage employees to pay attention to key indicators of work experience and actively participate in initiatives to improve their knowledge and skills. Additionally, fostering a kaizen culture should involve promoting positive attitudes, cooperation, and a sense of responsibility among employees. To maintain and improve competency levels, ongoing efforts should be made to enhance knowledge, skills, and cultivate positive work attitudes. For future researchers, the suggestion is to expand the scope by incorporating additional variables such as motivation, leadership, job satisfaction, and discipline to provide a more comprehensive understanding of the dynamics influencing employee performance in Mushroom MSMEs.

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