

ABSTRAK

Bimo Wachid Priyambodo. 2026. Pengaruh *Employee Experience*, dan Budaya Organisasi Terhadap Kinerja Karyawan Melalui Motivasi Kerja Sebagai Variabel *Intervening* pada Badan Pendapatan Daerah Kabupaten Madiun. Skripsi. Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas PGRI Madiun. Pembimbing (I) Dr. Heny Sidanti, S.E., M.M. Pembimbing (II) Metikasmike, S.E., M.M.

Penelitian ini bertujuan untuk menganalisis pengaruh *Employee Experience* dan Budaya Organisasi Terhadap Kinerja Karyawan Melalui Motivasi Kerja sebagai variabel mediasi pada aparatur Badan Pendapatan Daerah (Bapenda) Kabupaten Madiun. Di era transformasi digital saat ini, sumber daya manusia dipandang sebagai aset strategis yang memerlukan pengelolaan optimal. Penelitian ini menggunakan pendekatan kuantitatif asosiatif dengan desain kausalitas. Populasi dalam penelitian berjumlah 50 aparatur, dan seluruhnya ditetapkan sebagai responden penelitian menggunakan metode sensus (total sampling). Data dikumpulkan melalui kuesioner terstruktur dengan skala Likert dan dianalisis menggunakan teknik *Structural Equation Modeling - Partial Least Squares* (SEM-PLS) melalui perangkat lunak SmartPLS. Tahapan analisis meliputi pengujian outer model untuk memastikan validitas dan reliabilitas instrumen, serta evaluasi inner model untuk menguji signifikansi pengaruh langsung maupun tidak langsung antarvariabel. Hasil penelitian ini diharapkan dapat memberikan bukti empiris mengenai peran motivasi kerja dalam memperkuat pengaruh pengalaman kerja dan budaya organisasi yang inklusif terhadap peningkatan kinerja aparatur, sehingga dapat menjadi acuan strategis bagi pimpinan Bapenda Kabupaten Madiun dalam merumuskan kebijakan manajemen sumber daya manusia yang adaptif dan berkelanjutan.

Kata Kunci: *Employee Experience*, Budaya Organisasi, Motivasi Kerja, Kinerja Karyawan

ABSTRACT

Bimo Wachid Priyambodo. 2026. *The Influence of Employee Experience and Organizational Culture on Employee Performance Through Work Motivation as an Intervening Variable at the Madiun Regency Regional Revenue Agency*. Thesis. Management Study Program, Faculty of Economics and Business, Universitas PGRI Madiun. Supervisor (I) Dr. Heny Sidanti, S.E., M.M. Supervisor (II) Metikasmike, S.E., M.M.

This study aims to analyze the influence of Employee Experience and Organizational Culture on Employee Performance through Work Motivation as a mediating variable at the Madiun Regency Regional Revenue Agency (Bapenda). In the current era of digital transformation, human resources are viewed as strategic assets that require optimal management. This study uses an associative quantitative approach with a causality design. The population in the study was 50 employees, and all of them were selected as respondents using the census method (total sampling). Data were collected through a structured questionnaire with a Likert scale and analyzed using Structural Equation Modeling - Partial Least Squares (SEM-PLS) using SmartPLS software. The analysis phase included testing the outer model to ensure the validity and reliability of the instrument, as well as evaluating the inner model to test the significance of direct and indirect influences between variables. The results of this study are expected to provide empirical evidence regarding the role of work motivation in strengthening the influence of work experience and an inclusive organizational culture on improving employee performance. This can serve as a strategic reference for Bapenda Madiun Regency leaders in formulating adaptive and sustainable human resource management policies.

Keywords: *Employee Experience, Organizational Culture, Work Motivation, Employee Performance*