

# Analysis of the Role of Experience, Ability and Motivation on Employee Performance

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## ABSTRACT

Human resource planning is directed so that each employee is able to provide work results in accordance with the standards set by the company. The company's ability to achieve goals is also determined by the work of employees to carry out their duties. This associative research aims to determine the effect of experience, ability, and work motivation on employee performance. The population of this study are employees of a distributor company in the city of Surabaya. The study took samples from all members of the population, amounting to 77 respondents. This study uses multiple linear regression data analysis techniques. From the results of data analysis, it was found that experience had a significant effect on employee performance. Work ability has a significant effect on employee performance. Motivation has a significant effect on employee performance. Experience, ability, and motivation simultaneously have a significant effect on employee performance.

## INTRODUCTION

The field of human resource management has developed and most companies have carried out their activities based on this concept. Human resource management has become a major factor for companies to achieve goals effectively and efficiently (Dessler, 1997; Colquitt *et al.*, 2011). Jatoba *et al.* (2019) stated that human resources have been involved in strategic planning for every company. Human resource planning is directed so that every employee is able to provide work results or performance in accordance with the standards set by the company.

The company's ability to achieve the desired goals depends on the ability of employees to carry out their duties (Mathis & Jackson, 2001; Mardikaningsih & Arifin, 2021). Therefore, the company must strive for the formation of employee work results in order to have a simultaneous contribution to improving company performance.

Gibson *et al.* (2009) stated that an employee's efforts to achieve performance are measured by the level of success and the ability of an employee to carry out the tasks assigned and completed

according to standards. Employees who have a good form of responsibility and can satisfy the company with their abilities can be said to have good performance (Stone, 2005; Gilbert, 2020; Singh *et al.*, 1996).

One of the factors that affect employee performance is work experience. According to Weiss (1990), good work experience can improve employee performance. This is because work experience is an accumulation of relevant knowledge, skills, and abilities so that the accumulation will improve employee performance. The benefits of periodic work experience will significantly affect the employee's performance. (Schmidt *et al.*, 1986; McDaniel *et al.*, 1988).

Another factor that affects employee performance is the ability that leads to the employee's capacity to complete tasks and work. According to Berg *et al.* (2008), work ability as a collection of knowledge and professional competencies, values, attitudes, and motivation, and the work itself. Work ability is a manifestation of work needs, tasks, and human resources. According to Robbins (1996), there are two types of abilities,

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namely physical abilities and intellectual abilities. Milkovich and Boudreau (1991) explain that there are three forms of ability, namely knowledge, skills, and talent.

In addition to work experience and ability, employee performance is also influenced by work motivation (Darmawan, 2015; Arifin *et al.*, 2017; Hariani *et al.*, 2019). Work motivation is any encouragement that guides a person to perform tasks and responsibilities (Meyer *et al.*, 2004). Work motivation affects the quality of work results by increasing employee performance. Latham and Pinder (2005) explain that work motivation can be obtained from inside or outside which is related to efforts to determine the direction of work. Mitchell (1982) states that work motivation can make employees act voluntarily so that company goals are achieved. There are two forms of work motivation, namely intrinsic motivation and extrinsic motivation (Chai *et al.*, 2017).

Thus, the three variables, namely work experience, work ability, and work motivation based on previous studies have contributed to the performance of employees. A study showing the effect of work experience on employee performance was conducted by McDaniel *et al.* (2015); Rodrigues and Rebelo (2009); Dokko *et al.* (2008); Darmawan *et al.* (2019). A study on the effect of work ability on employee performance was conducted by Darmawan *et al.* (2019); Schmidt *et al.* (1988); and Kanfer (2010). Other studies have also shown the effect of motivation on employee performance (Darmawan, 2015; Arifin *et al.*, 2017; Hariani *et al.*, 2019). This study aims to determine the effect of experience, ability, and work motivation on employee performance.

## RESEARCH METHOD

This associative research aims to determine the effect of the variables of experience, ability, and work motivation on employee performance. The population of this study are employees of a distributor company in the city of Surabaya. The study took samples from all members of the population, totaling 77 respondents.

Sources of research data obtained from interviews and distributing questionnaires as well as literature related to research variables. Questionnaire statements were measured using a Likert scale. The questionnaire was distributed using the google form application.

The first independent variable in this study is experience. Work experience is the accumulation of all knowledge and skills possessed by a person.

According to Darmawan (2021), the indicators of the work experience variable in this study are years of service with identical jobs; skill level possessed; mastery of work and equipment; and the relevance of the work to the educational background of the employee.

The independent variable of work ability is the basis for completing work in the form of professional knowledge and competence, values, attitudes, and motivation, and the work itself. According to Gibson *et al.* (2009), indicators of employability, namely technical skills; conceptual skills; and interaction skills.

The independent variable of motivation is the impulse that causes a person to do work, tasks and responsibilities. Based on the theory of Maslow (1954), indicators of work motivation are physical needs; safety and security needs; social needs; need for appreciation; and self-actualization needs.

Furthermore, the dependent variable in this study is employee performance. Employee performance is the ability of employees to complete their duties and obligations. According to Bernardin and Russell (2013), employee performance is measured through quality indicators; quantity; time; cost effectiveness; supervision; and interpersonal import as a manifestation of the extent to which employees maintain self-esteem, good name, and cooperation between co-workers.

This study uses multiple linear regression data analysis techniques. The influence of each independent variable on the dependent variable will be measured using the t test. Furthermore, to determine the effect of the independent variables together on the dependent variable using the F test. In addition, this study also uses the classical assumption test, namely the normality test, heteroscedasticity test, and multilinearity test.

## RESULT AND DISCUSSION

### Respondent Profile

The majority of respondents in this study were 51 respondents (66.2%) male and 26 female respondents (33.8%). Based on the age of the respondents, the majority of respondents aged 28-35 years were 27 respondents (35.1%). Age range 36-43 years as many as 21 respondents (27.3%). Age range 20-27 years as many as 16 respondents (20.7%). Age range more than 44 years as many as 13 respondents (16.9%).

Furthermore, based on the education level of the respondents, the most respondents had a SMA/SMK education level as many as 42 respondents (54, 5%). The junior high school education level was 23 respondents (29.9%) The

elementary school education level was 8 respondents (10.4%). Respondents with an undergraduate education level were 4 respondents (5.2%). Based on the period of service the majority of respondents worked for 2-6 years as many as 43 respondents (55.9%). The respondents who have worked for less than 1 year are 18 respondents (23.4%). Respondents with 7-11 years of service were 10 respondents (12.9%). Respondents with a tenure of more than 12 years were 6 respondents (7.8%).

### Validity and Reliability Test

Based on table 1, it can be seen that the corrected item total correlation value is greater than 0.3. The results of the analysis show that the statement items meet the valid criteria.

Table 1. Validity Test

Variables	Item	Corrected item total correlation
Experience	X.1.1.1	0.413
	X.1.1.2	0.472
	X.1.2.1	0.384
	X.1.2.2	0.497
Ability	X.2.1.	0.426
	X.2.2	0.536
	X.2.3	0.327
	X.2.4	0.376
	X.2.5	0.548
	X.2.6	0.503
Motivation	X.3.1	0.575
	X.3.2	0.509
	X.3.3	0.322
	X.3.4	0.374
	X.3.5	0.385
Employee performance	Y.1	0.412
	Y.2	0.559
	Y.3	0.413
	Y.4	0.562
	Y.5	0.598
	Y.6	0.574

Source: SPSS 26

Based on Table 2, showing Cronbach's alpha value is above 0.60, it can be concluded that this research item is declared reliable.

Table 2. Reliability Test

Variables	Alpha Cronbach
Experience	0.559
Ability	0.588
Motivation	0.585
Employee performance	0.610

Source: SPSS 26

### Classic Assumption Test

Normality test in this study using normal P-P Plot images. In the normal P-P Plot image, the dots spread around the diagonal line and follow the direction of the line. Based on these results, it is stated that this study is normally distributed.

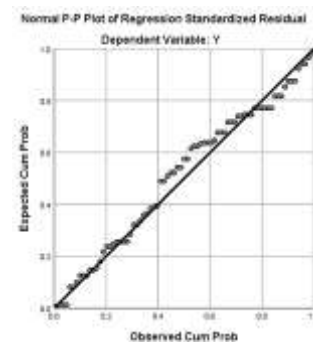


Figure 1. Normality Test  
Source: SPSS 26

Heteroscedasticity test in this study by observing the distribution of data points on the scatterplot image. Based on Figure 2, the point distribution is spread out and does not form a certain pattern. With this result, it is concluded that it is free from heteroscedasticity symptoms.

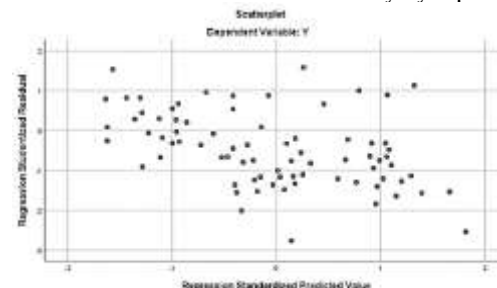


Figure 2. Heteroscedasticity Test  
Source: SPSS 26

The multicollinearity test in this study was seen from the tolerance value and variance inflation factor (VIF). Based on the SPSS output, it is known that experience has a tolerance value of 0.211 and a VIF value of 4.740. The tolerance value of the ability variable is 0.326 and the VIF value is 3.072. The motivational tolerance value is 0.373 and the VIF is 2.684. From the multicollinearity test, the VIF value < 10 and the tolerance value > 0.10 it can be concluded that there is no multicollinearity between independent variables.

Autocorrelation test in this study by looking at the value of Durbin Watson. The SPSS output shows a DW value of 1.985 where the value is between -2 and +2, it means that the regression model does not occur autocorrelation.

### t test

From the results of data processing in table 3, the constant value is 7,949, the experience coefficient is 2,393, the ability coefficient is 2,264, and the motivation coefficient is 2,973. The significant value for each variable is less than 0.05. These results indicate that the variables of experience, ability, and motivation partially have an effect on employee performance. From the results of these data, the regression equation can be formulated as follows:  $Y = 7.949 + 2.393 X_1 + 2.264 X_2 + 2.973 X_3$ .

Table 3. Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	7.949	2.549	3.118	.003
	Experience	2.393	.735	3.255	.002
	Ability	2.264	.453	4.996	.000
	Motivation	2.973	.421	7.061	.000

Source: SPSS 26

### F test

Based on the results of data analysis in Table 4, it can be seen that the F value is 208,196 with a significant level of 0.000. The result of the significant value obtained is less than 0.05. This value shows that the variables of experience, ability, and motivation simultaneously have an influence on employee performance.

Table 4. ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5863.661	3	1954.554	208.196	.000 <sup>b</sup>
Residual	685.326	73	9.388		
Total	6548.987	76			

Source: SPSS 26

The result of the coefficient of determination states that the R value is 0.946 and the coefficient of determination is 0.891 so that 89.1% of the formation of employee performance variables is determined by experience, ability, and motivation, while 10.9% is influenced by other variables.

Table 5. Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 <sup>a</sup>	.895	.891	3.06399

Source: SPSS 26

### Discussion

The results showed that experience had a significant effect on employee performance. These results support previous research from McDaniel *et al.* (2015); Rodrigues and Rebelo (2009); Dokko *et al.* (2008); Darmawan *et al.* (2019). This shows that experience is one factor in improving employee performance. The more experienced an employee is, the greater the chance of producing the expected performance of the company.

The next finding is that work ability has a significant effect on employee performance. These results are in accordance with the research of Darmawan *et al.* (2019); and Schmidt *et al.* (1988). Work ability is identical to the competence that must be possessed by a worker and it is the main factor in realizing standardized performance. Work ability will be demonstrated by employees through efforts to complete tasks and related work based on mental and physical conditions and work needs. Without standard and quality work skills, the contribution of workers cannot be expected for the progress of the company. Employability will continue to develop in line with the period of work and the learning process. Thus, the work ability has a contribution to improving employee performance.

The next finding is that motivation has a significant effect on employee performance. The results of this study are in accordance with Darmawan's research (2015); Arifin *et al.* (2017); Hariani *et al.* (2019). The existence of motivation indicates the existence of psychological forces within employees that determine their work behavior and work results in the organization. Motivation must be strived to always exist in employees. The company must take a policy so that the work system encourages employees to always try to give the best effort (Darmawan *et al.*, 2020). One of these efforts is compensation as the main element that can generate motivation for employees. Wages and salaries in accordance with the efforts of employees to produce work that the company hopes will help shape employee performance.

**CONCLUSION**

From the results of data analysis and previous discussion, the researcher concludes that experience has a significant effect on employee performance; ability has a significant effect on employee performance; motivation has a significant effect on employee performance; experience, ability, and motivation simultaneously have a significant effect on employee performance.

Based on the results of this study, it is expected that the company's management can improve employee performance by providing work experience to its employees. Company management is also expected to identify the



undeveloped potential of its employees and develop these capabilities. The ability of employees will increase if the company's management provides job training. Not only training related to the duties of employees in the company but also the ability to socialize in order to support the dynamics in a good work environment.

One of the important things to improve employee performance is motivation so that employees feel valued so that employees are expected to feel part of the company. They will give maximum contribution because they feel valued by the company. Thus, employee performance will always increase.

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