

The Effect of Work Experience and Training on Employee Performance Moderated by Career Development

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Abstract

The purpose of this study is to determine the effect of work experience and training on employee performance and determine the effect of work experience and training on employee performance through career development as moderating. This type of research uses a quantitative approach method. The population and sample in this study are all employees of PT Rapindo Plastama. Data were taken from a sample of 45 respondents taken by saturated sampling or census techniques. Data collection using questionnaire techniques. The techniques used in data analysis use path analysis and the SPSS 26 program. The results showed that there was a positive and significant influence between work experience and training on employee performance and there was a moderating influence between work experience and training on employee performance through career development.

Keywords— work experience, training, employee performance, career development

Abstrak

Tujuan penelitian ini untuk mengetahui pengaruh pengalaman kerja dan pelatihan terhadap kinerja karyawan dan mengetahui pengaruh pengalaman kerja dan pelatihan terhadap kinerja karyawan melalui pengembangan karir sebagai moderating. Jenis penelitian ini menggunakan metode pendekatan kuantitatif. Populasi dan sampel dalam penelitian ini adalah seluruh karyawan PT Rapindo Plastama. Data diambil dari sampel 45 responden yang diambil dengan teknik sampel jenuh atau sensus. Pengumpulan data menggunakan teknik kuisioner. Teknik yang digunakan dalam analisis data menggunakan analisis path dan program SPSS 26. Hasil penelitian menunjukkan bahwa terdapat pengaruh positif dan signifikan antara pengalaman kerja dan pelatihan terhadap kinerja karyawan dan terdapat pengaruh moderating antara pengalaman kerja dan pelatihan terhadap kinerja karyawan melalui pengembangan karir.

Kata kunci: pengalaman kerja, pealtihan, kinerja karyawan, pengembangan karir

INTRODUCTION

Work experience is required to increase performance. Work experience, according to Sitohang, is a factor that influences employee career development. According to Mahony *et al.*, (2012) the longer

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the tenure earned through job experience, the stronger the association that affects career development. Work experience is critical for improving employee performance. Employees will be more efficient and faster at their jobs since they have more experience. As a result, it will boost its performance as well as the company's performance. Training is very important in a company because it is closely related to performance results. Training is provided to know the abilities and skills of employees by the demands of the work being done. Training is also very influential for employee career development because, from the training conducted by the company, employees can improve their abilities. The important thing to do in the company is training because through this program employees can better understand the tasks and responsibilities given both individually and in groups.

Performance is the potential that employees must have to carry out their duties with full responsibility. With good performance, every employee can complete all the work in the company. Performance is very important for companies because whether they are productive or not will greatly affect the success of the company's business. To maintain productivity, companies need to assess employee performance. Employee performance is related to career development because career development is one of the approaches used by companies to maintain superior human resources within the company.

Career development is very important so that the cogs of the company can run smoothly because there is job rotation within the company. Career development programs can also help employees to better understand their interests and abilities. Thus, they can choose a career that suits their abilities and passion. Performance appraisal should also be used as a basis for determining career development in the company. According to Saraswati & Dewi (2017), employees who want to develop their careers will work hard because career development is based on various factors such as work experience training, and with career development, employees can improve. Previous research by Massalena & Sulistyo (2015) revealed that the factors that determine career development are the attitude of superiors and co-workers, work experience, training, achievements, and performance appraisal. To improve the company's career development must pay attention to the work experience of employees so that they can do the job assigned properly.

PT Rapindo Plastama is a company engaged in the field of plastic packaging. However, even though it can be said that this company is quite large, several aspects are not optimal. The company pays little attention to the development of its employees so that employee career development is not optimal. This company pays little attention to the career development of its employees so that the increase in employees has not been said to be good in this company's HR. Based on the results of pre-research through the interview method conducted with General Manager of PT Rapindo Plastama to conduct training, employees who already have skills and at least have work experience are needed and shape their character. In the company during the training there are several targets for a month how many abilities can be achieved during the training and for training not only in class but also in the field. Based on the results of pre-research through interview methods conducted on 2 employees of PT. Rapindo Plastama, workers states that the system within the company is using a contract system. Where are the problems that occur within the company, namely that there are many contract employees who have worked for more than 5 years but have not been appointed as permanent employees and the lack of promotion opportunities that contract employees have causes access to find out vacancies for appointments within the company is very limited, only certain people and those who have information about job vacancies in the company, and there are still many employees who have insufficient experience. This condition can be seen in the findings of the pre-research that has been done and there

are still some employees who are not skilled at doing their jobs. The lack of information on promotion opportunities for positions that are owned, cannot be separated from work experience and years of service in the company where they work.

The training program should be able to provide benefits and increase the knowledge and skills of all employees so that they have even better performance and help improve the careers of employees in the company. The problems that occur are related to the implementation of training programs for employees of PT. Rapindo Plastama, such as the lack of socialization of training programs and training schedules that collide with working hours so that the implementation of the training is not optimal, so that it can disrupt employee operations and sometimes the training material is not in accordance with the fields of employees participating in it, so employees are dissatisfied and the company does not socialize educational programs as well as training, resulting in unclear programs and regulations, in particular the implementation of the program is not optimized and should be prioritized for employees whose tenure is relatively new. On the other hand, based on interviews conducted with the HR General section, conditions for career development can be seen from employee performance by conducting a work assessment which is carried out once a year by the manager. However, employee performance has decreased and companies are required to always improve employee performance so that the company continues to grow. Because with the performance of employees in each employee, it is able to optimize its ability to do the job. Employees always demand career development within the company which always increases, but the performance of the employees themselves continues to decrease and is not optimal.

Research conducted by Ilham (2010) found that it has a positive and significant influence on career development. Lestari & Sriathi (2013) have stated that training is important to be carried out for the common good, because from there, employees will be able to better understand and understand the duties and responsibilities carried out both individually and as a band. It can be interpreted that thanks to training from the company, the performance of the employees will be better so that the company believes that the employees are given greater tasks, authority and responsibilities, they will be able to complete them properly. Therefore, the purpose of this study is to determine the effect of work experience and training on employee performance through career development.

LITERATURE REVIEW

According to Garnida (2017) work experience is formation or skills due to involvement in work tasks. Work experience is the ability, knowledge and skills of a person acquired over a period of time or tenure taken for a particular job through action, reaction, dexterity and various experiments carried out. The greater a person's work experience, the wider the mindset and attitude that must be applied to achieve goals. Therefore, it can be concluded that work experience is the ability, knowledge, and skills of a person acquired during the time or working period taken for a particular job through actions, dexterity and various experiments carried out. Dessler (2010) defines training as one of the efforts to improve the quality of human resources in the world of work. New and existing employees are required to attend training due to job demands that can change due to changes in work environment, strategy, and so on. Thus, it can be concluded that training is an activity that is carried out systematically to meet current or future needs in order to improve skills, knowledge and broaden employee insights to support existing activities in the company.

Performance is the result of work both in quality and quantity achieved by employees in completing tasks according to the responsibilities given. Pabundu (2006) defines that performance is the result of a function or work activity of a person or group within an organization which is influenced

by various factors to achieve organizational goals within a certain period. Thus, it can be concluded that performance is an ability or the result of the achievement of an employee in carrying out his work based on predetermined targets through the work process in accordance with the plans of the company or organization. Employee performance is very influential for the success of a company. Good performance or good employee performance will be directly proportional to good results with the development of the company's business. Conversely, poor performance will have a negative impact on the company. The results of employee performance can be seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the company. Everything depends on the quality and time given by employees in completing tasks.

Handoko (2010) defines career development as staffing activities that help employees plan their future careers within the company so that the company and the employees concerned can develop themselves optimally. Career development is the process of increasing employee jobs obtained in order to achieve the desired career path (Candra, et al., 2016). Therefore, career development is an activity that helps employees to plan their careers in the company so that the company and employees can develop optimally.

Work experience is a reference for an employee to be able to place himself in the right conditions, dare to take risks, be ready to face challenges with full responsibility and be able to communicate well with various parties to maintain performance and produce individuals who are competent in their fields. According to the results of Dwi (2020) research, it concluded that the results of the study showed that work experience has a significant and positive influence on employee performance. This shows that the more experience the better the performance appraisal received. Thus, hypotheses in this research was:

H1: work experience has a significant effect on employee performance

According to Widodo (2015), training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their field. Prawirosentono explained that performance is the work of individuals or groups in an organization that is in accordance with the powers and responsibilities of each of them who try hard to achieve the main goals of the company by not violating laws, ethics or morals. Ataunur & Ariyanto (2020) research shows that the results of training research have a significant and positive influence on performance. The better the training the better the performance received. Thus, hypotheses in this research was:

H2: training has a significant effect on employee performance

Work experience as a whole lesson that is formed by a person from the events that are passed in his life lessons. Work experience is needed to increase the effectiveness of human resources in the company, the aim is to provide the company with an effective work and for the workforce itself as a means of increasing work productivity (Muamarizal, 2015). Novita research shows that the results of work experience research through career development have a significant and positive influence on employee performance. The higher the work experience, the higher the career path obtained and the better the performance received. Thus, hypotheses in this research was:

H3: work experience has a significant effect on employee performance through career development

According to Dessler (2015) training is the process of teaching new employees the basic skills needed to carry out their duties. Rayyan & Adi research shows that the results of research on training

through career development have a significant and positive influence on employee performance. The better the training received, the higher the career path obtained and the better the performance received.
H4: training has a significant effect on employee performance through career development

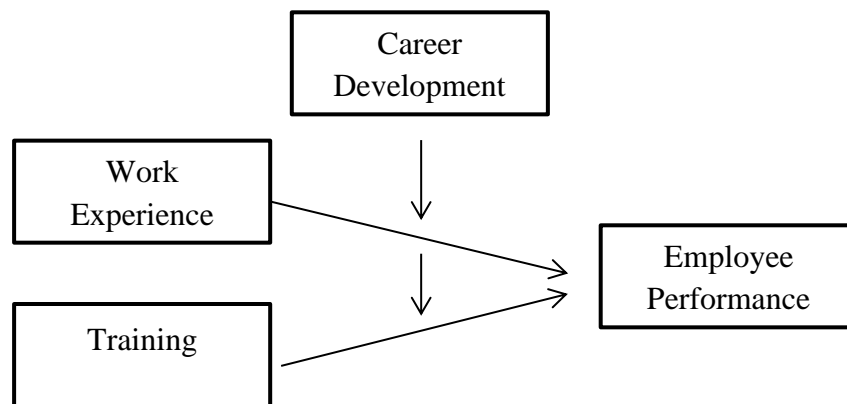


Figure 1. Research Framework

RESEARCH METHODS

This type of research uses a type of survey with a quantitative approach. The population and sample in this study are all employees of PT Rapindo Plastama totaling 45 employees. The sample in this study is total sampling, which is a sampling technique where all members of the population are sampled as respondents providing information. Data collection technique using a questionnaire with Likert scale measurement. The data measurement technique used in this study is a scale range, path analysis using the SPSS 25 program.

RESULTS AND DISCUSSION

Based on the results of the questionnaire answers, 45 respondents showed various characteristics of respondents, based on gender, age, recent education, and length of service. The characteristics of respondents based on gender that as many as 45 respondents or 37.8% were men and 28 respondents or 62.2% were women. The characteristics of respondents based on age are the most employees aged 31-40 years as many as 16 respondents or 35.6% and employees aged 41-45 years as many as 16 respondents or 35.6%. The characteristics of respondents based on the last education who had the most S1 education were 23 respondents or 56.6%. The characteristics based on the most working years are employees with 6-10 years of service as many as 21 respondents or 46.7%.

Table 1. Respondent Demography

Characteristics	Information	Frequency	Percentage
Gender	Male	17	37.8%
	Female	28	62.2%
Age	20-25 years	21	6.6%
	26-30 years	38	22.2%
	31-40 years	33	35.6%
	41-45 years	8	35.6%
Level of Education	D3	11	22.2%
	D4	11	22.2%
	S1	23	55.6%

Characteristics	Information	Frequency	Percentage
Tenure	1-5years	5	11.1%
	6-10years	21	46.7%
	>10years	19	42.2%

Source: primary data processed (2023)

Table 2. Validity Test

Variable	Indicator	Correlation Coefficient (rcount)	r_{table}	Description
Work Experience (X1)	X1.1	0.315	0.290	Valid
	X1.2	0.340	0.290	Valid
Training (X2)	X2.1	0.437	0.290	Valid
	X2.2	0.577	0.290	Valid
	X2.3	0.443	0.290	Valid
	X2.4	0.331	0.290	Valid
Employee Performance (Y)	Y.1	0.389	0.290	Valid
	Y.2	0.282	0.290	Valid
	Y.3	0.546	0.290	Valid
Career Development (Z)	Z.1	0.768	0.290	Valid
	Z.2	0.454	0.290	Valid
	Z.3	0.335	0.290	Valid

Source: primary data processed (2023)

Based on Table 2, it can be seen that the calculated r value of each indicator is greater than the r_{table} (0.290). So it can be concluded that all statement items on the questionnaire are declared valid.

Table 3. Reliability Test

Variable	Cronbach's Alpha	Result
Work Experience (X1)	0,585	Reliable
Training (X2)	0,642	Reliable
Employee Performance (Y)	0,604	Reliable
Career Development (Z)	0,216	Reliable

Source: primary data processed (2023)

Based on Table 3, the reliability test results in the table above show that all variables used in this study have a Cronbach's alpha value of more than 0.5. Thus, it can be concluded that all variables used in this study are declared reliable.

Table 4. Path Analysis Result

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1. (Constant)	7,543	1,693		4,456	,000
Work Experience	0,766	0,130	0,669	5,898	,000
Training	0,542	0,084	0,703	6,485	,000

Source: primary data processed (2023)

Table 5. Coefficient Determination (R²)

Variable	R ²	Result
X1→Y	0,766	
X1→Y→Z	0,809	Moderated
X2→Y	0,703	
X2→Y→Z	0,773	Moderated

Source: primary data processed (2023)

From the table above, it can be seen that the value of the R Square direction for the equation of the results of the analysis of line 1 (X1 - Y - Z) is 0.809 greater than the value of R Square from the results of the analysis of line 1 (X - Y) of 0.766 ($0.809 > 0.766$). This suggests that career development variables can moderate the effect of work experience on employee performance. That is, the higher the level of work experience, the performance of employees will increase. It can be seen that the value of the R Square direction for the equation of the results of line 1 analysis (X2 - Y - Z) is 0.773 greater than the value of R Square from the results of line 1 analysis (X2 - Y) of 0.703 ($0.773 > 0.703$). This suggests that career development variables can moderate the effect of training on employee performance. That is, the better the training provided, the more employee performance will increase in completing the work.

Table 5. T-test Result

Variable	t-count	t-tabel	Sig	Information
Work Experience	5,898	2,017	0,000	Significant
Training	6,485	2,017	0,000	Significant

Source: primary data processed (2023)

Based on the table above, it can be concluded that the results of the t-test show the significance value of the effect of work experience (X1) on employee performance (Y) is $0.000 < 0.05$. This means that there is a significant and positive influence of work experience on employee performance. The results of the t-test show the significance value of the effect of training (X2) on employee performance (Y) is $0.000 < 0.05$. This means that there is a significant and positive effect of training on employee performance. The results showed that career development can moderate or strengthen the influence of work experience on employee performance. This can be seen from the results of moderation of work experience on employee performance through career development of 0.809 it can be said to moderate or strengthen. That is, the higher the level of work experience, the performance of employees will increase. The results showed that career development can moderate or strengthen the effect of training on employee performance. This can be seen from the results of moderation of training on employee performance through career development of 0.773 so it can be said to moderate or strengthen. That is, the better the training provided, the more employee performance will increase in completing the work.

The results of this research show that work experience has a positive and significant effect on employee performance. Work experience is shown from a person's abilities, mastery, and skills obtained from the length of work they have had. So, the high level of ability and mastery possessed by employees influences on improving employee performance. The results of this research are in line with research conducted by Leatemia (2018) and Dwi (2020), namely showing that work experience has a significant influence on work performance.

The results of this research show that training has a positive and significant effect on employee performance. Training is determined by the methods used and the material presented well by the instructor. So good and correct materials and methods influence improving employee performance. The results of this research are in line with research conducted by Leatemia (2018), Ataunur & Ariyanto

(2020) showing that work experience has a significant influence on work performance. Career development can moderate work experience on employee performance. This means that a career path in the form of work experience or the level of skills and knowledge possessed can improve employee performance. This is supported by research by Nursila (2020) which states that work experience has an influence on employee performance with career development as moderation. Career development can moderate training on employee performance. This means that if the company provides appropriate and good methods and materials, it can improve employee performance in completing tasks. This is supported by research by Pratama (2020) which states that training has an effect on employee performance with career development as a moderation.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that work experience has a positive and significant effect on employee performance. The higher a person's working life, the higher the level of skills and knowledge possessed so that they can complete work well and improve employee performance. Training has a positive and significant effect on employee performance. The training provided can improve employee performance. Career development can moderate or strengthen the influence of work experience and training on employee performance.

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