

## Employee Performance Development through Work Experience, Work Ethic, Compensation

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**Abstract:** The success of a company to be able to achieve a good level of performance is certainly influenced by the experience and work ethic possessed by employees with different levels. In addition compensation has an important role in improving employee performance which must pay attention to the principle of balancing employee rights and obligations. This study aims to determine the effect of work experience and ethos as well as compensation for employee performance. There were 50 respondents involved in this study who were randomly assigned. The analytical tool used is multiple linear analysis that is processed with SPSS 25. The results of the study stated work experience has a significant effect on employee performance. Work ethic has a significant effect on employee performance. Compensation is proven to have a significant effect on employee performance. Simultaneously the three independent variables have a significant effect on employee performance. Of the three independent variables, the compensation variable has a dominant influence on employee performance.

**Key Word:** work experience; work ethic; compensation; employee performance.

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### I. Introduction

In the current era of globalization, there are many developments in any field, including in the field of human resource management, which is increasingly developing the results of further studies of organizational behavior and the behavior of its members. That's because all organizations try to carry out their activities to achieve goals that are in accordance with the mission, vision and strategy. Human resources are an important factor in a company because human resources are a group of people who work together to achieve certain goals which, if directed, will have the optimal productive power indicated by each of their performance.

Employees as the main resources of the organization are required to be able to provide the best quality and optimal performance to the organization (Darmawan *et al.*, 2020). Meanwhile the organization has an important role to make the employees can carry out their work well. Organizations must be able to adjust the current situation and conditions by improving the quality of human resources (Wright and Kehoe, 2007; Werdati *et al.*, 2020). Organizations that seek to foster long-term relationships with employees will receive good results and developments in the form of better organizational commitment from employees (Riipinen, 1994; Hariani *et al.*, 2019). This expectation requires good communication between employees and the organization so that there is a harmonious relationship between them (Mowday *et al.*, 1982; Darmawan *et al.*, 2018).

Employees who have the potential to develop are expected to be able to show their professionalism. The professionalism of employees can be demonstrated by knowledge, expertise, characteristics (Burrage and Torstendahl, 1990; Sinambela *et al.*, 2020). Employees who are unable to behave and work professionally then the company considers employees unable to make maximum contributions to the place they work (Boyt *et al.*, 2001; Darmawan, 2019). There are several things that affect a person's performance in the organization including work motivation, working conditions, years of work and work experience, competencies, organizational culture, job satisfaction and commitment, compensation and work ethic (Darmawan, 2013). From studies that have been conducted in the last few years, there is evidence that certain variables affect employee performance. Previous research states that performance is influenced by communication (Goris, 2007; Putra *et al.*, 2019), experience (Schmidt *et al.*, 1986; Darmawan *et al.*, 2019), attitude (Khan *et al.*, 2014); discipline (Irfan and Rahardjo, 2012; Darmawan, 2015; Arifin *et al.*, 2017), job satisfaction (Ellinger *et al.*, 2003; Samad, 2011; Omolayo *et al.*, 2013; Qureshi *et al.*, 2019; Darmawan *et al.*, 2019) al., 2020); motivation (Rajhans, 2012; Palembang and Arifin, 2014. Darmawan, 2015; 2017; Mardikaningsih *et al.*, 2017; Arifin *et al.*, 2017), leadership (Abbas and Yaqoob, 2009; Mardikaningsih, 2016; Arifin *et al.*, 2017) , 2019), education (Darmawan *et al.*, 2019), competencies (Sethela and Rosli, 2011; Rebecca *et al.*, 2013; Darmawan, 2014; Arifin *et al.*, 2017; 2019), organizational commitment (Kelidbari *et al.* , 2011; Samad, 2011; Rebecca *et al.*, 2013; Mardikaningsih *et al.*, 2017; Qureshi *et al.*, 2019; Darmawan *et al.*, 2020), work ability (Kanfer *et al.*, 2010; Darmawan *et al.* , 2019), compensation (Arifin *et al.*, 2019), supervision (Putra *et al.*, 2017), work climate (Omolayo *et al.*, 2013;

Darmawan *et al.*, 2020), integrity (Putra *et al.*, 2019 ), work environment (Darmawan, 2015; Mardikaningsih, 2016; Putra *et al.*, 2020), work ethic (Darmawan, 2014; Darmawan *et al.*, 2020), work coordination (Putra *et al.*, 2017), organizational culture ( Putra *et al.*, 2020).

Work experience becomes an illustration of an individual's capacity to carry out various tasks in a job (Hariani *et al.*, 2019). According to Gunawan (2015) the more weighted one's work experience, the more promising the performance it produces. Work experience is the accumulation of all work knowledge and skills possessed by someone (Darmawan, 2013). In addition, work experience is considered to determine a person's continued career. Work experience is considered valuable because of the possibility of diverse work that has been done by employees and their tenure. Employees who have experience have known various problems that they have faced and how to deal with them (Oetomo and Darmawan, 2004). Experienced employees are considered to have better competence when compared with those who do not have work experience. The statement can be justified with the assumption that they carry out their work according to their work abilities and carry out the learning process from time to time (Darmawan *et al.*, 2018). According to Mcdaniel *et al.* (1988) and Schmidt *et al.* (1988) states that work experience and ability have an influence on performance and to measure one's work experience can be seen from (1) mastery of work; (2) work knowledge and skills (3) years of service. These three dimensions can be used as a measurement to find out how much someone's work experience.

Work ethic is one of the determinants of employee success in achieving its goals. Work ethic is an embodiment of adherence to organizational rules for completing tasks or work. Work ethic is also a picture of a person's morals based on work ethics which is shown with enthusiasm, attitude and good work behavior while working (Andayani *et al.*, 2010). According to Farrukh *et al.* (2015) the existence of a work ethic can be used to observe a person's behavior in accordance with moral principles and rules. Khazanah *et al.* (2010) suggested that efficiency, productivity, performance, company commitment can increase with the work ethic. Thus the work ethic can be interpreted as an attitude whose existence is due to habits that conform to the norm and are believed in every action. Work ethic has a significant effect on employee performance (Miller *et al.*, 2001; Salahudina *et al.*, 2016). To measure it based on elements such as (1) independence, (2) morality or ethics, (3) comfort, (4) hard work, (5) work centrality, (6) wasting time, and (7) tardiness gratification (Miller *et al.*, 2002).

In addition to work experience and work ethics, the provision of appropriate compensation also contributes to improving employee performance. Compensation is defined as total income and benefits in return for services provided based on work results (Khazanah *et al.*, 2010). Sikula (1981) states that compensation is as a gift, incentive or payment for programmed services. Compensation is given to employees and arises from their work in the form of payments or rewards (Dessler, 2017). Compensation affects employee work involvement because the purpose of remuneration is to improve employee performance, provide employee motivation and increase employee commitment and loyalty. Providing appropriate compensation for contributions causes employees to feel satisfied and foster a sense of attachment to work. Instead employees intend to quit or change jobs because they feel not prosperous (Mardikaningsih, 2018). Appropriate compensation results in strengthening work commitments and this encourages them to provide the best results for the organization's progress. Thus compensation has a significant role on employee performance (Jeffrey and Wenty, 2018; Arifin *et al.*, 2019). The compensation indicators according to Mahyanaila (2016) are salaries, benefits, bonuses and commissions, fixed allowances and non-permanent benefits. According to Mondy (2008), the compensation component is divided into two parts, namely financial and non-financial compensation. Darmawan (2013) explained that the dimensions of compensation are all matters relating to the rights received by employees as a form of reward from the implementation of tasks and work results which include all forms of income in the form of finance that are determined fairly, objectively and systemically. It also takes the form of non-financial factors that can be felt by employees such as leave rights, the right to obtain development programs and the right to feel safe and comfortable at work.

Performance is a measure of the quality and quantity of work achieved by employees in accordance with their responsibilities as measured through five dimensions: the amount of work, quality of work, timeliness, attendance, and ability to cooperate (Andayani *et al.*, 2010). Based on the expectations to achieve the optimal work performance of employees and to achieve effectiveness and efficiency in accordance with organizational goals, the variables discussed previously need to be observed and analyzed their effects on employee performance. Thus this research will analyze and determine the effect of experience and work ethic and compensation on employee performance. This research was conducted at a well-known company in the city of Mojokerto, East Java. A Foreign Capital Company engaged in the production of devices from electric guitars.

## **II. Methods**

This type of research is explanatory research to explain the relationship in the form of the influence of independent variables on the dependent variable. The sampling method uses a random technique with a total sample of 50 people. Requirements to become respondents are employees who have worked for more than one

year in the company. The three independent variables involved in this study are work experience (X1), work ethic (X2), compensation (X3) and the dependent variable namely employee performance (Y). The analytical tool used is multiple linear regression analysis with SPSS 25 tools for windows. To test the quality of the data used the reliability and validity test. Before conducting the regression process, first do the classical assumption test consisting of normality test, autocorrelation test, heteroscedasticity test, and multicollinearity test. Hypothesis testing consists of the t test and the F test.

### III. Result

Data collection in this study was carried out by distributing questionnaires to 50 respondents. After the data is collected, it is continued with the validity and reliability test. Validity test refers to the factor loading value greater than 0.4. Based on the SPSS output, the results show that all statement items are in excess of 0.4, so it can be stated that they are declared valid.

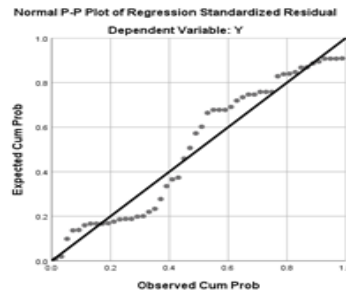
The reliability test is based on a comparison of the Cronbach's alpha value which must exceed the value of 0.6 to be declared reliable. Table 1 shows that each research variable has a Cronbach's alpha value greater than 0.6 so that it is stated that all research variables are reliable.

**Table 1. Reliability Test**

No	Variables	Cronbach's alpha	Status
1	work experience	0,734	Reliable
2	work ethic	0,765	Reliable
3	compensation	0,895	Reliable
4	employee performance	0,887	Reliable

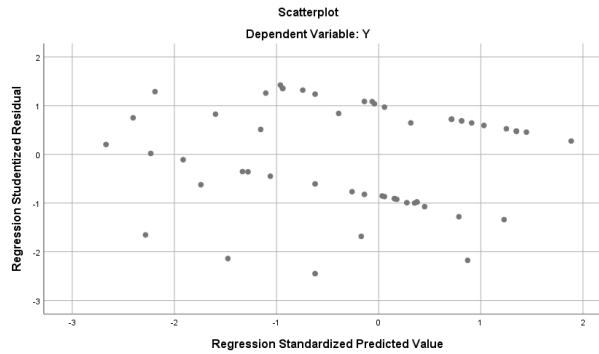
Source: SPSS Output, 2020

For the classic assumption test the first is the normality test. This test is detected by looking at the spread of points on the diagonal axis of the graph. The data normality test results using graph analysis are normal P-plot graphs showing the points spread around the diagonal graphic and the distribution follows the direction of the diagonal line, this means the data is normally distributed.



**Figure 1. Normality Test**  
Source: SPSS Output, 2020

Heteroscedasticity test as well as normality test is also detected by paying attention to the distribution pattern of the points. Plots that look like random noise clouds without patterns, assume the possibility of homoscedasticity. The results of heteroscedicity testing showed no clear and diffuse patterns. This shows that the regression model has no symptoms of heteroscedicity.



**Figure 2. Heteroscedasticity Test**  
**Source: SPSS Output, 2020**

The autocorrelation test uses the Durbin Watson (DW) value guidelines. From the SPSS output obtained a DW value of 2,070. This value is the basis that there is no autocorrelation problem. In the multicollinearity test the value of each tolerance > 0.10. VIF value <10 so that all variables are not affected by multicollinearity problems.

T test is used to determine the effect of the independent variable (X), namely work experience, work ethic and partial compensation on the dependent variable (Y), namely employee performance. In Table 2 it is known that partially the work experience variable (X1) has a significant positive effect on employee performance with a significant 0.039 <0.05. Likewise the work ethic (X2) and compensation (X3) have a partially significant effect on employee performance with a significant significance of 0.036 and 0,000 respectively lower than 0.05.

**Table 2. Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.202	1.186		3.542	.001
	X1	.292	.138	.228	2.124	.039
	X2	.265	.123	.223	2.160	.036
	X3	.440	.078	.609	5.622	.000

**Source: SPSS Output, 2020**

Based on Table 2 the formed regression equation is:  $Y = 4,202 + 0,292 X1 + 0,262X2 + 0,440X3 + e$ . The equation shows that the compensation variable is the variable that has a dominant influence on employee performance compared to work experience and work ethics.

**Table 3. ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.582	3	2.861	16.790	.000 <sup>b</sup>
	Residual	7.838	46	.170		
	Total	16.420	49			

**Source: SPSS Output, 2020**

The F test is shown in Table 3, the calculated F value is 541,798 with a significance level of 0,000. The probability is smaller than 0.05 so that the regression model can be used to predict employee performance variables. Variable work experience, work ethic and compensation simultaneously have a significant effect on employee performance.

**Table 4. Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.723 <sup>a</sup>	.523	.492	.413	2.012

**Source: SPSS Output, 2020**

Table 4 shows the determinant coefficient value of 0.523. This means that around 52.3% of employee performance can be explained by variables of work experience, work ethics and compensation while the remaining 47.7% is explained by other causes outside this study.

#### **IV. Discussion**

From the results of data analysis, the findings of this study will be discussed and their compatibility with the results of previous studies and how the managerial implications of these findings. One of the objectives of this study is to determine the effect of work experience on employee performance. Based on the analysis of research results, work experience is proven to have an influence on employee performance. This is consistent with the findings of Mcdaniel *et al.* (1988) and Schmidt *et al.* (1988). These findings indicate that although each individual is not absolute, work experience gives significant individual differences to work knowledge and results. However the scope of experienced employees is not only limited to someone who has worked before but the organization must look for employees who from previous work experience in accordance with current organizational needs in the hope that experience will help them produce faster (Darmawan *et al.*, 2019). Therefore, if the work experience variable is one of the main elements considered during the recruitment process, it is necessary to set a conceptual framework from the limits regarding work experience according to the requirements of the job specifications.

This study also aims to determine the effect of work ethic on employee performance. The results of data analysis obtained evidence that the work ethic has a significant effect on employee performance. This finding is in accordance with the results of research by Miller *et al.* (2001) and Salahudina *et al.* (2016) and show the work ethic has the potential to produce employee performance expected by the company. Work ethic as employee awareness to be responsible for their work because the task they get is a form of intrinsic value for someone (Yankelovich and Immerwahr, 1984). Someone will feel a significant contribution to the progress of the company if they are able to carry out their responsibilities and duties well. Consistency of one's work ethic will lead to work results that can be accounted for.

Another purpose of this study was to determine the effect of compensation variables on employee performance. Based on the results of data analysis, there is evidence that compensation has a significant effect on employee performance. This is consistent with research from Jeffrey and Wenty (2018) and Arifin *et al.* (2019). Compensation as part of remuneration that can psychologically motivate employees to focus and produce better performance with their work. Companies are required to be able to calculate compensation precisely between the abilities and needs of employees (Darmawan *et al.*, 2020). Mistakes on this matter will only harm either party or even both. Substitution of employees occurred due to lack of appropriate compensation. Compensation is very vital for the organization. The managerial implication of this finding is the possibility to focus on performance-based compensation that increases the overall productivity of the organization by attracting and retaining more productive employees. However, this must be supported by a solid policy of performance evaluation so that the effectiveness of its implementation can be achieved on target.

The results of the data analysis also mentioned that the three independent variables namely work experience and work ethic and compensation had a significant effect simultaneously on employee performance. This is a new finding in this study that the three variables together have a significant contribution to the formation of employee performance. In addition, efforts to improve employee performance will no longer depend only on one particular variable such as the compensation system, but work experience and work ethics are also proven to contribute to the formation of employee performance.

#### **V. Conclusion**

From the results of the study set four statements as conclusions in this study, namely work experience has a significant effect on employee performance; work ethic has a significant effect on employee performance; compensation has a significant effect on employee performance; and work experience and ethics and compensation have a significant influence on employee performance.

Suggestions raised from the results of this study are addressed to the company to regulate structural aspects in the form of work savings not only based on work competency but also based on work experience in order to minimize work problems and losses due to these problems. The compensation system that has been running so far needs to be developed even better with the principle of a balance between employee rights and obligations. Employees want to be valued for what they know and for what they produce in the form of performance. Therefore their rights need to be fulfilled equally according to their workload. Work results need to be adjusted to the compensation system appropriately.

The author also suggests further research by adding scope, shape and number of population and sample so that it can more broadly describe the effect of experience, compensation, and work ethics on employee performance. In addition, the authors also hope to add other variables because based on further studies there are still many variables that can affect employee performance.

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