

The Influence of Work Experience on Employee Performance Through Work Motivation at the Forestry Service of East Kalimantan Province

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Abstract

This study aims to determine and analyze the effect of Work Experience on Employee Performance through Work Motivation at the East Kalimantan Provincial Forestry Service. The population of this study were employees of the East Kalimantan Provincial Forestry Service. This research uses descriptive quantitative type. This study obtained a sample of 156 respondents who were taken by Kerjecie Morgan method using random sampling or all positions in the East Kalimantan Provincial Forestry Service. The data collection technique in this study used a questionnaire in the form of a Google Form. The data processing method in this study is to use IBM SPSS Version 26 and SmartPLS software version 4.0.2. The results of this study indicate that work experience has a positive and significant effect on employee performance, work experience has a positive and significant effect on work motivation, work motivation has a positive and significant effect on employee performance, and work experience has a positive and significant effect on employee performance through work motivation.

1. Introduction

Human resources are the most important factor to describe the success or failure of an organization. Organizations are required to make resources well for the sustainability and development of the organization, so that the quality of their human resources greatly affects the success in carrying out the organization's operational processes (Jumady *et al.*, 2021). Quality of organization is shown through the results of employee performance. If human resources are not optimal with their respective expertise and abilities, it will have a negative impact on the performance of these human resources. Employee performance depends on a task and responsibility given by the company which is carried out according to their respective expertise. Good employee performance can be shown by how the employee's ability to complete work in accordance with the target (Rivaldo & Nabella, 2023). Employee performance is the result of the work done by a person in the context of an organization or company, the results of this work can be related to quality, quantity, and timeliness, but performance evaluation in an organization or company is key (Kuswati, 2020). Performance is an employee achievement in doing the work given by the Company (Junaedi & Fitriansyah, 2021). Therefore, steps to improve employee performance are very important, although it is not an easy thing without challenges because of the many factors that influence the causes of high and low employee performance (Santoso, 2018). Employee performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Therefore, it can be concluded that HR performance is work performance, or the results of work (output) both quality and quantity achieved by HR

per unit period of time in carrying out its work duties in accordance with the responsibilities given to it. Work performance assessment is an effort made by the leader to assess the work of his subordinates (Gama & Astiti, 2020).

The East Kalimantan Provincial Forestry Service is a government agency currently located at Jalan Kusuma Bangsa, Samarinda, East Kalimantan Province, based on previous research with. There are still several problems that hinder employee performance as quoted from National Sindonews. The problems that are still faced are quoted from National Sindonews, namely the lack of improvement in employee skills, lack of employee understanding of the assigned tasks, and mastery of relevant technology. From the problems faced, this is one of the factors that can hinder employee performance at the East Kalimantan Provincial Forestry Service.

Work experience is very important in improving employee performance within an organization (Ilham, 2022). According to cashmere *et al.* (2020) performance is the result of individual work and work-related behavior shown during a certain time. One of the factors that can affect employee performance is work experience, which shows the knowledge gained directly through the daily work process, which is aligned with the nature of the job role (Muslim *et al.*, 2020). Because work experience is obtained from employees who have more working hours. Employees who have work experience tend to show better performance because they have developed more mature knowledge and skills in an organizational context (Nyoman *et al.*, 2023). An employee with extensive work experience has more advantages in correcting errors, as well as understanding errors and finding their root causes (Annisa, 2022).

Work experience and motivation are very important in improving the performance of an employee. Both serve to inspire individuals to take actions aimed at achieving desired results. If effective motivation contributes to job satisfaction and commitment, it will increase job performance (Ahluwalia & Preet, 2017). In the context of work, work motivation is the willingness of individuals to expend high efforts to achieve organizational goals (Yuniarti *et al.*, 2021). Motivation refers to the process by which a person's efforts are energized, directed, and maintained to achieve a goal, and maintained to achieve a goal (Robbins, 2012: 430). Motivation is the willingness of individuals to expend high effort to achieve organizational goals. There are three key elements in motivation: effort, organization and need. Effort is a measure of intensity. If a person is motivated then he will make every effort to achieve goals, but not necessarily high effort will result in high performance. Therefore, the intensity and quality of these efforts are needed and are focused on organizational goals (Yuniarti *et al.*, 2021).

Based on previous research conducted by Rivaldo & Nabella (2023) the result of this study is that experience has a positive and significant effect on employee performance. Based on research by Kotur R & Anbazhagan (2014) the results of these findings indicate a significant influence between work experience on employee performance. Based on research conducted by Wahyudi (2018) work experience has a significant and partial effect on employee performance. Therefore, it can be concluded that:

H¹: Work experience (X) has a significant effect on employee performance (Y) at the East Kalimantan Provincial Forestry Service.

Based on previous research by Ahluwalia & Preet (2017) the result of this study is that with increasing work experience, the level of motivation also increases. Based on research conducted by (Layek & Koodamara, 2024), the result of this finding is that work experience has no significant effect on motivation. Based on research researched by Kotur R & Anbazhagan (2014) work experience has a direct effect on motivation. Therefore, it can be concluded that:

H²: Work experience (X) has a positive and significant effect on motivation (Z) in the East Kalimantan Provincial Forestry Service.

Based on previous research by Kuswati (2020), the result of this finding is that motivation has a positive effect on employee performance. Based on the research of Olusadum & Anulika (2018) the result of this study is that motivation has a significant effect on employee performance. Based on research researched by Gachengo & Wekesa (2017) motivation has a significant effect on employee performance. Therefore, it can be concluded that:

H³: Motivation (Z) has a significant effect on employee performance (Y) in the Forestry Service of East Kalimantan Province.

Based on previous research Rozi & Sunarsi (2020) in this study showed a positive correlation between motivation, work experience, and employee performance. Based on research by Tan (2021) this study shows that motivation does not show a significant influence between work experience and employee performance. Based on research conducted by Riyanto *et al.* (2021) motivation has a positive effect on mediating between work experience and employee performance. Therefore, it can be concluded that:

H⁴: Motivation has a positive and significant effect as a mediator between work experience and employee performance at the East Kalimantan Provincial Forestry Service.

2. Research Methodology

The research starts with planning, collecting data, processing data, analysing data, and writing the article. This research is quantitative research, which is to determine and analyse the effect of exogenous variables on endogenous variables through intervening variables. Exogenous variables include Work Experience (X), endogenous variable is employee performance (Y), and intervening variable is work motivation (Z). The indicators of the Work Experience variable (X), job completion, expertise in completing work, professional attitude, time at work. Meanwhile, the indicators of the employee performance variable (Y) are, work standards, amount of work, time to complete work, and collaboration with coworkers. And for indicators of work motivation variables (Z) are harmonious relationships between coworkers, developing optimal abilities, and interacting well with coworkers.

In the results of this study, the sample size was determined using the Krejcie and Morgan Table, based on (LKjIP, 2022) the total population in the East Kalimantan Provincial Forestry Service of 603 employees, a sample size of 234 was needed to represent the entire population. However, sample size estimates calculated using Cohen (1992) vary according to the type of statistical test used by the researcher. The sample size required for correlational research is 85 while multiple regression analysis requires 116. This suggests that the sample size can range from a minimum of 85 samples to conduct correlational analysis to a maximum of 234 samples as recommended by Krejcie and Morgan (1970).

Table 1 Krejcie and Morgan

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

The SEM-PLS model was applied using SmartPLS software to analyse the data. The analysis process began by testing the validity of the variable construct indicators, as well as the validity and reliability of the variables. Next, hypotheses were tested through path analysis and specific indirect analysis to explore the influence of other variables on endogenous variables. The analyses also included in-depth descriptions to identify the potential influence of relevant variables in the context of this study.

3. Result and Discussions

It is known that in this study consisted of 156 respondents, the number of male respondents was 59% or 92 people, while the number of female respondents was 41% or 64 people. Among the ages, the number of respondents aged 20-35 years was 118 people with a percentage of 75.6%, the number of respondents aged 36-50 years was 32 people with a percentage of 20.5%, and the number of respondents aged >50 was 6 people with a percentage of 3.8%. It is known that in this study consisted of 156 respondents, the number of male respondents was 59% or 92 people, while the number of female respondents was 41% or 64 people. Among the ages of the number of respondents who had ages 20 - 35 years as many as 118 people with a percentage of 75.6%, the number of respondents who had ages 36 - 50 years as many as 32 people with a percentage of 20.5%, and the number of respondents who had ages > 50 was as many as 6 people with a percentage of 3.8%. Meanwhile, the number of respondents who have worked for 1 - 10 years is 83.3% or 130 people, the number of respondents who have worked for 11 - 20 years is 10.9% or 17 people, the number of respondents who have worked for 21 - 30 years is 3.8% or 6 people, and the number of respondents who have worked for 1.9% or 3 people.

All indicators for Work Experience, Employee Performance, and Work Motivation variables have values above 0.70. Therefore, it can be concluded that all indicators of these variables are valid. Furthermore, Cronbachs Alpha for each construct > 0.70, Composite Reliability for each construct > 0.70 and Average Variance Extracted (AVE) for each construct > 0.50 meaning that all constructs are reliable and valid.

Path analysis test results are used to analyze whether each hypothesis is supported. The following is a path analysis table (Table 2), as well as an image of the constructed model (Fig. 1).

Table 2 Path Analysis Test Result

No	Variabel	Original Sampel	T-Statistics	P-Value
1.	Work Experience > Employee Performance	0.449	2.585	0.010
2.	Work Experience > Work Motivation	0.776	10.519	0.000
3.	Work Motivation > Employee Performance	0.273	2.698	0.007

Specific indirect analysis test results are used to analyse whether each hypothesis is supported. The following is specific indirect analysis table (Table 3).

Table 3 Spesific Path Analysis Test Result

No	Variable	Original Sampel	T-Statistics	P-Value
1.	Work Experience > Work Motivation > Employee Performance	0.212	2.521	0.012

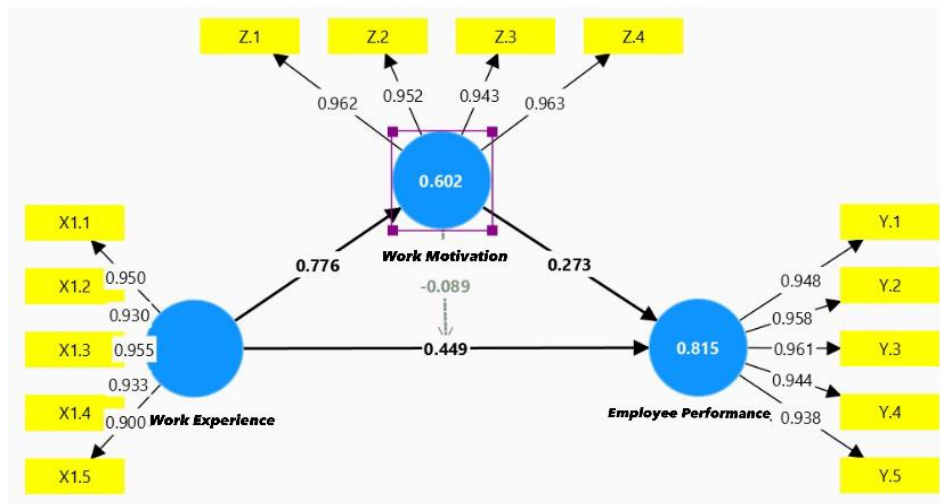


Fig. 1 The Constructed Model

4. Discussion

Based on these results, it shows that the work experience possessed by employees at the East Kalimantan Provincial Forestry Service is very good because their work experience can help employees reduce the number of mistakes and can avoid making the same mistakes in the future. So that from this matter it becomes one of the factors that cause the increase in employee performance at Dinas Kehutanan Provinsi Kalimantan Timur.

The findings of this study are in line with previous research conducted by Bili *et al.* (2018). Where researchers found that Work Experience has a positive and significant effect on Employee Performance. And also like research conducted by Yunita Leatemia (2018) says that there is a partial influence between Work Experience on Employee Performance.

Based on these results, it shows that the work experience possessed by employees at Dinas Kehutanan Provinsi Kalimantan Timur is good. This is because employees who have more work experience tend to have a high level of confidence because they have faced various situations and challenges at work. This work experience not only improves their knowledge and skills, but also affects work motivation.

The findings of this study are in line with previous research conducted by Mrdikaningsih & Arifin (2022), where they found that Work Experience has a significant effect on Work Motivation. And, like research conducted by Samsul *et al.* (2019) they say that Work Experience has a positive and significant effect on Work Motivation.

Work motivation is very important for employee performance. Employees at the Dinas Kehutanan Provinsi Kalimantan Timur service who have high work motivation will give their best in their work. They become more thorough in carrying out their duties, resulting in good employee performance.

The findings of this study are in line with previous research conducted by Riyanto (2015), where researchers found that Work Motivation has a significant effect on Work Motivation. And, like research conducted by Ghozali (2017) says that Work Motivation has a partial effect on Employee Performance.

An employee who has a lot of work experience will have a deep understanding of their tasks and the overall work process. This experience can increase their confidence in completing the tasks they get at Dinas Kehutanan Provinsi Kalimantan Timur. This then affects employee motivation to perform better because they feel more prepared and skilled in handling challenges that arise.

The findings of this study are in line with previous research conducted by Haliak (2021) which states that Work Experience has a Positive and Significant effect on Employee Performance through Work Motivation. And like the research conducted by Lie & Siagian (2018) also said that Work Motivation has a positive and significant effect on mediating between work experience and employee performance.

5. Conclusion

Based on the results of the data analyzed using SEM-PLS covered from the formulation of problems, hypotheses and research results, it can be concluded that Work Experience has a positive and significant effect on Employee Performance. So, this shows that the more work experiences an employee has, the better the employee performance at the East Kalimantan Provincial Forestry Service.

Based on the results of research using the SEM-PLS method, it was found that work experience does not only directly affects work motivation. So, this shows that the more work experiences an employee has, the more it will affect the work motivation of an employee at the East Kalimantan Provincial Forestry Service.

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Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** R.R., I. and F.; **data collection:** R.R., I. and F.; **analysis and interpretation of results:** R.R., I. and F.; **draft manuscript preparation:** R.R., I. and F. All authors reviewed the results and approved the final version of the manuscript.

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