

The Effect of Work Experience and Hard Skill on Employee Performance of PT. Multi Kencana Niagatama

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Abstract

Workers who have been on the job for a while have amassed a wealth of experience and are therefore expected to possess a diverse set of abilities. The study's objective was to determine the value of prior job experience and specialized training in improving productivity in the workplace. Quantitative verification is utilized. The total number of participants in this study was 126. Multi Kencana Niagatama Tbk. One hundred PT. Multi Kencana Niagatama staff members were recruited for the study. The research sample was selected using a random sampling strategy. One hundred PT Multi Kencana Niagatama workers were surveyed using a questionnaire. The smart PLS 3.0 software was used to analyze the research data. The study found that work experience significantly ($p < 0.05$) influenced employee performance, that hard skills significantly ($p < 0.05$) influenced employee performance, and that work experience significantly ($p < 0.05$) influenced employee performance through the mediation of hard skills. Thus, employees' productivity is influenced by their job experience and concrete talents. It is hoped that future study would yield a performance escalation paradigm for fostering the competitive growth of employees' hard talents for the benefit of the business.

Keywords: Work experience, Hard skills, Employee performance, Service Worker, Performance

Abstrak

Karyawan yang telah bekerja untuk jangka waktu yang lebih lama mendapatkan pengalaman dan diharapkan memiliki berbagai keahlian dalam bekerja. Tujuan penelitian adalah mengidentifikasi pengaruh pengalaman kerja dan hard skill terhadap kinerja karyawan. Metode yang digunakan adalah kuantitatif verifikatif. Jumlah Populasi penelitian 126 orang PT. Multi Kencana Niagatama. Sampel penelitian 100 karyawan PT. Multi Kencana Niagatama. Teknik random sampling digunakan dalam menentukan sampel penelitian. Instrumen yang digunakan adalah kuisioner yang diberikan kepada 100 orang karyawan PT Multi Kencana Niagatama. Analisis data penelitian menggunakan aplikasi smart PLS 3.0. Hasil penelitian membuktikan adanya pengaruh pengalaman kerja secara signifikan terhadap kinerja karyawan ($p < 0,05$), terdapat pengaruh yang signifikan hard skill terhadap kinerja karyawan ($p < 0,05$), dan terdapat pengaruh secara signifikan pengalaman kerja yang dimediasi oleh hard skill terhadap kinerja karyawan ($p < 0,05$). Dengan demikian pengalaman kerja dan hard skill berpengaruh terhadap kinerja karyawan. Studi selanjutnya dibutuhkan pengembangan paradigma eskalasi kinerja untuk mengembangkan hard skill karyawan secara kompetitif demi kemajuan perusahaan.

Kata kunci: Pengalaman Kerja, Hard Skill, Kinerja Karyawan, Karyawan Jasa, Kinerja

INTRODUCTION

Companies cannot achieve the required results from their employees unless they invest in and improve their human resources (Suwarno & Aprianto, 2019). Human resources is an organization's most valuable asset due to the potential of each individual. To build a great workforce, it is crucial to be able to address employee performance issues and identify the factors that influence employee performance. Typically, businesses just require their human resources to be the greatest and to provide exceptional outcomes and quality, but they disregard the obstacles of performance (Nuriyah et al., 2021). While characteristics such as work experience and hard skills can aid in the development of good employee performance in the workplace and contribute to the superiority of a company's human resources, soft skills are the most important.

Previous employment is one element to consider when evaluating employee productivity (Pitri, 2020). Longer-tenured

employees develop experience and are required to possess a variety of work abilities. With this work experience, it is anticipated that every employee will have access to high-quality human resources for enhancing employee performance (Octavianus & Adolfina, 2018). The employee's tenure at the prior and present employers might be used as a proxy for estimating the employee's level of experience (Adnyani & Dewi, 2019). Growing the efficiency of a company's human resources requires prior work experience; the objective is to achieve good job results and boost employee performance. The corporation benefits from the greater experience of employees who have been with the organization for a longer duration (Ilham, 2022). Based on the findings of PT. Multi Kencana Niagatama's researchers, the following information was compiled regarding the job experience and hard skills of employees from 2017 to 2021.

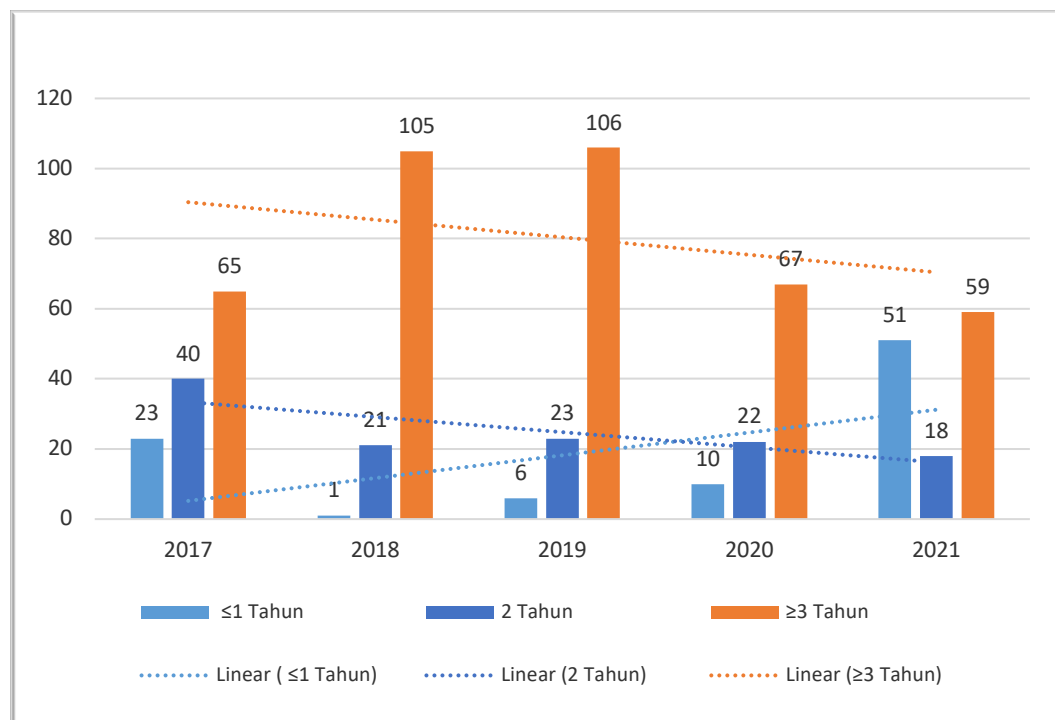


Figure 1. Recapitulation of Employee Work Experience
Source: HRD Multi Kencana Niagatama Company

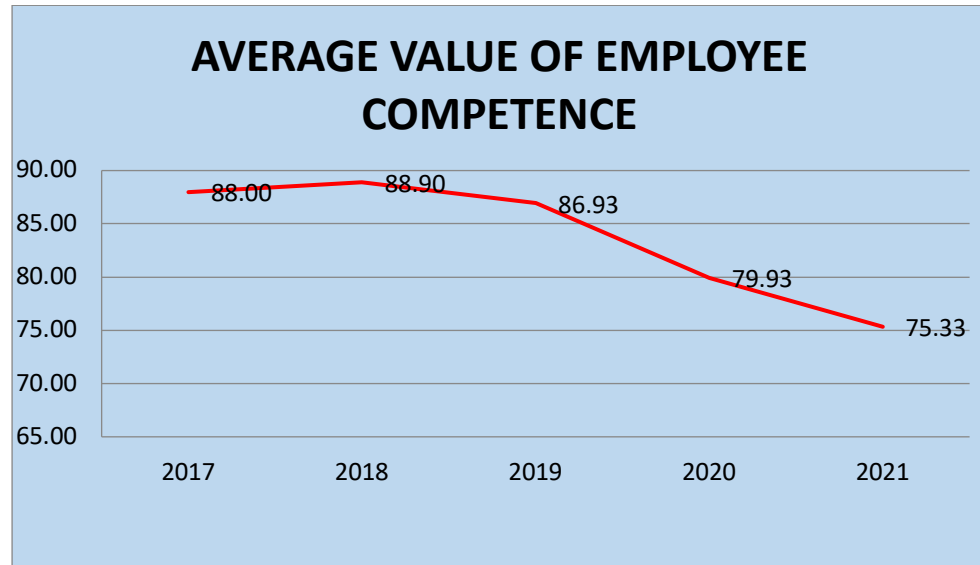


Figure 2. Average Value of Employee Competence
Source: HRD Multi Kencana Niagatama Company

Figure 1 shows that the percentage of PT. Multi Kencana Niagatama staff with three years of service or more decreased between 2017 and 2021. With more years of expertise under their belts and more tools at their disposal, employees should be able to perform better. The performance of a firm can be measured by how well it meets its objectives, how satisfied its customers are, and how much it helps the local economy (Abdullah & Winarno, 2022). Employees' prior job experience equips them with the knowledge and skills necessary to use equipment and resources effectively (Husain, 2018). Employee hard skills are another key to PT. Multi Kencana Niagatama's success; as shown in Table 2, employee competence (skill) decreases every year until it reaches 75.33 percent in 2021. To advance in one's career, one must acquire what are known as "hard talents," also called "hard competences" (W. S. Astutik & Pambudi, 2019).

Irfanudin (2021) study finds that PT. Morillo International Indonesia employees benefit much from their job experience. Wijayanti & Wibowo (2020) study of the Giri Tirta Regional Drinking Water Company (PDAM) Office in the Gresik

Regency demonstrates that a high level of technical competence has a favorable and statistically significant impact on worker productivity. Researchers will determine if combining work experience and hard skills research variables can have a significant effect on employee performance by filling a gap in the literature revealed by the two prior studies. This gap is the lack of a study that examines the impact of combining work experience and hard skills research variables on employee performance. Work experience and concrete skills were examined for their impact on productivity in the workplace. The purpose of this study was to determine the effect of work experience and hard skills on employee performance. The research problem formulation are: 1). Does work experience have a positive effect on employee performance? 2). Do hard skills have a positive effect on employee performance? The hypotheses of this research are; 1). There is an effect of work experience on employee performance. 2). There is an effect of hard skills on employee performance.

LITERATURE REVIEW

Work experience

Experience in the workplace refers to the time and effort a worker has devoted to a particular job, and is directly related to the quality of work done (Riyadi, 2015). Experience on the job serves as the basis/reference Through the willingness to seize opportunities, the capacity to face challenges with full responsibility, and effective communication with various partners in their respective sectors, an employee can put himself in the proper condition, maintain performance productivity, and improve individual competence (Likdanawati, 2018). The duration or duration of employment, the level of individual recognition and talents, and the nature of the trade all shed light on the dimensions of work experience (Wirawan et al., 2019). Work experience is a measurement of the time a person spends studying and competently performing the functions of a career. The employee's ability to attain individual objectives rises in proportion to his or her level of professional experience (Basyit et al., 2020).

Employees with a greater number of working hours are expected to have many forms of experience in resolving a variety of problems, based on their unique abilities (Lukiyana & Sriyanto, 2017). Work experience can contribute to an individual's knowledge, skills, and abilities, allowing them to advance and grow (Tyas & Listiadi, 2021). Experiential learning influences the modification of an individual's behavior. A worker's experience gives him with the information and skills necessary to perform his tasks efficiently and achieve success (Lestari et al., 2021).

Hard Skill

Hard skills are personal qualities and

professional competencies (Cahyanti et al., 2022). A person's level of performance in a specific activity or his capacity to do a good job, which can be broken down into technical and behavioral components, is referred to as skill. This section focuses on the fact that skills can be divided into two categories: technical aspects, also known as hard skills, and behavioral elements, also known as soft skills. In general, jobs require two types of skills: hard and soft skills (Setiana et al., 2019). Hard skills can be defined as those acquired through training, education, or research in order to perform work activities effectively. Soft skills, on the other hand, are a collection of personality traits, such as social cohesion, language proficiency, agreeableness, and optimism.

The skills required of employees to sustain the business must be commensurate with market demands and the current level of competition. Consequently, a number of human resource-focused businesses are competing to improve the hard skills of their employees (W. Astutik & Sulhan, 2022). Hard skills are an individual's technical knowledge and ability. Technical knowledge consists of the knowledge required for a particular profession and its evolution in accordance with technological advancements, as well as the ability to solve and analyze problems effectively (Putro & Yuliadi, 2022).

Employee performance

Organizational performance can be easily determined and evaluated if success criteria or benchmarks have been established in advance. It's impossible to judge performance without some sort of measurable success criteria (Basyit et al., 2020). Employee output is the result of predetermined work processes being executed at mutually agreeable times and places (Wilandari et al., 2021). In a business, performance is the end result of employee

efforts, and gauging workers' skills and commitment is one of the most challenging tasks (Nuruzzaman et al., 2021).

A person's performance is the end result of their efforts to complete the tasks they were given. The effectiveness of employees has a direct impact on business results (Pratiwi & Fatah, 2021). Efficiency in the workplace is a hallmark of a strong human resource base. What employees accomplish on their own time shows up in how they contribute to the

company as a whole (Yantika et al., 2018). Efficiency in achieving one's goal within the framework of one's specific task. When carrying out his many responsibilities, every employee works hard to make a lasting impact on the success of his company (Sidik et al., 2018). Employees can help the company or organization achieve its performance goals by completing their work accurately and on time (Aqmar, 2022).

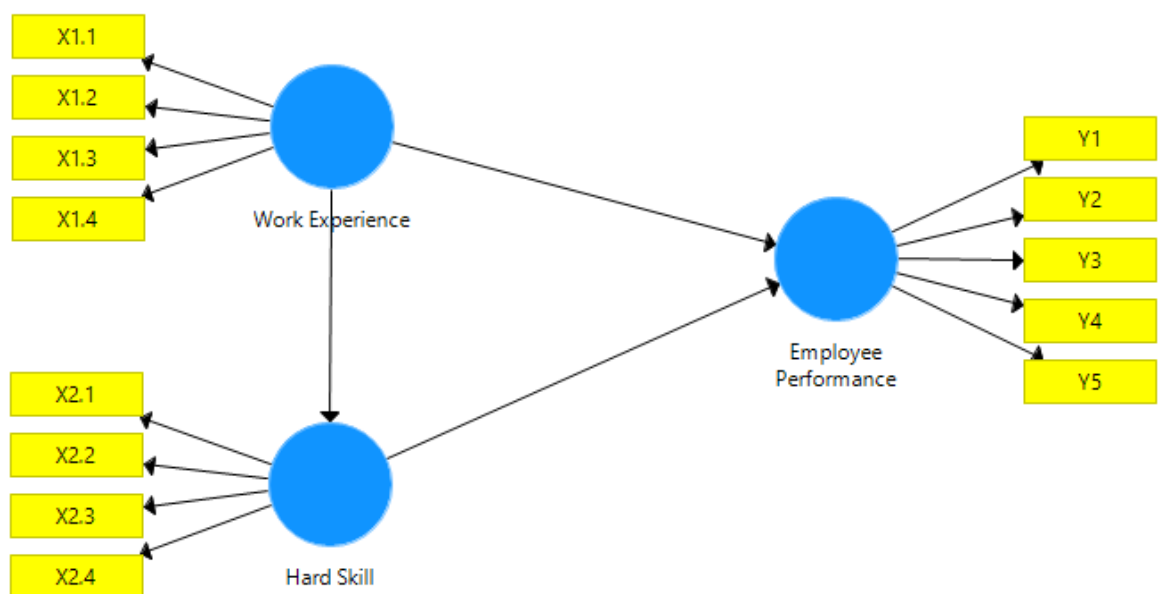


Figure 3. Theoretical Research Framework Model

RESEARCH METHOD

Type of Research

This is a quantitative study that employs descriptive verification as its primary research methodology. The performance of PT. Multi Kencana Niagatama's employees will be evaluated to determine whether or not the theory that work experience and hard skills influence employee performance can be accepted or rejected.

Location and Time of Research

The research was conducted at PT. Niagatama Multi Kencana from March to June 2022.

Population and sample (quantitative) / Informants

This population research revealed that PT. Multi Kencana Niagatama employed a total of 126 people. In this study, sampling was conducted using a method based on probability. 100 employees were chosen at random for this study.

Data collection techniques

This survey was used to collect information for the study (questionnaire). Researchers frequently use questionnaires to collect information from participants. The researchers used a Likert scale to compile their findings. By using a 1–5 point scale, respondents to a

survey using the Likert method can indicate their level of agreement. The Likert scale was created so that respondents could give their opinions on a number of different levels. In this study, we used a 5 point Likert scale to rate participants' levels of agreement.

Data analysis

Data for this study was analyzed using PATH analysis in SMART PLS 3.0, a combination of descriptive and inferential statistics. Analyses are conducted not only on the strength of the direct effect (direct effect) X1 has on Y or X2 has on Y, but also on the impact X1 has on Y as mediated by X2 (indirect effect). Figure 1 depicts the overall analytical model framework. For each latent variable, we must test the instrument by establishing its validity and reliability indicators. If r is above $=0.300$, the hypothesis is credible; otherwise, it must meet lower thresholds for acceptance. Therefore, if the total item-to-total correlation is less than 0.300 , the item on the instrument is considered to be invalid (Sugiyono, 2017). Concurrently, the split-half method was used to conduct the reliability test. When the reliability coefficient

of an instrument variable is positive and greater than 0.700 , or 70% , we say that the instrument is reliable; the higher the reliability, the more consistent the instrument (Wibisono, 2022)

RESULTS AND DISCUSSION

Results

Using a set of measurable indicators, the validity and reliability of the tests for each latent variable were determined. If $r = 0.300$, the conclusion is trustworthy. Therefore, the instrument elements are deemed invalid if the correlation is below 0.300 (Sugiyono, 2017). The reliability was evaluated using the split-half procedure. The value $r = 0.700$ or 70% is declared to be the instrument of a variable, and the instrument's consistency increases as its level of reliability increases (Wibisono, 2022).

Within the results section, we presents the demographic profile of the respondent in Table 1, Validity and Reliability measurement in Table 2 and Table 3. The results of the hypotheses testing is presented in Table 4 and Figure 4.

Table 1. Demographic profile of the respondent

Gender	Duration of labour (Years)	Employment status	Department	Age
Male: 96 Female: 4	$19 \geq 2$, $5 \geq 16$, $5 \leq 82$	contract labour: 98 permanent employees: 2	GA: 4 PPIC: 3 QHSE: 13 QA: 2 E&M: 15 PRODUCTION: 65	$20-30 \geq 15$, $30-50 \geq 85$,
Total				
100 Employee	100 Employee	100 Employee	100 Employee	100 Employee

Tabel 2. Validity and Reliability Test Results

No.	Work experience		Hard skill		Employee performance	
	Validity	Reliability	Validity	Reliability	Validity	Reliability
1.	0.650	0.777	0.660	0.746	0.672	0.793
2.	0.817		0.742		0.744	
3.	0.536		0.686		0.600	
4.	0.741		0.686		0.829	
5.	0.459		0.551		0.853	
6.	0.578		0.536		0.810	
7.	0.527		0.586		0.787	
8.	0.442		0.613		0.751	
9.	0.479		0.596		0.708	
10.	0.671		0.553		0.695	
11.	0.376		0.420		0.746	
12.	0.224		0.369		0.579	
13.	0.243		0.343		0.585	
14.	0.336		0.415		0.554	

Table 3. Construct Reliability and Validity to measure the outer model

No.	Variable	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance
1.	Employee Performance	0.793	0.817	0.860	0.559
2.	Hard Skill	0.725	0.743	0.786	0.535
3.	Work Experience	0.720	0.718	0.782	0.560

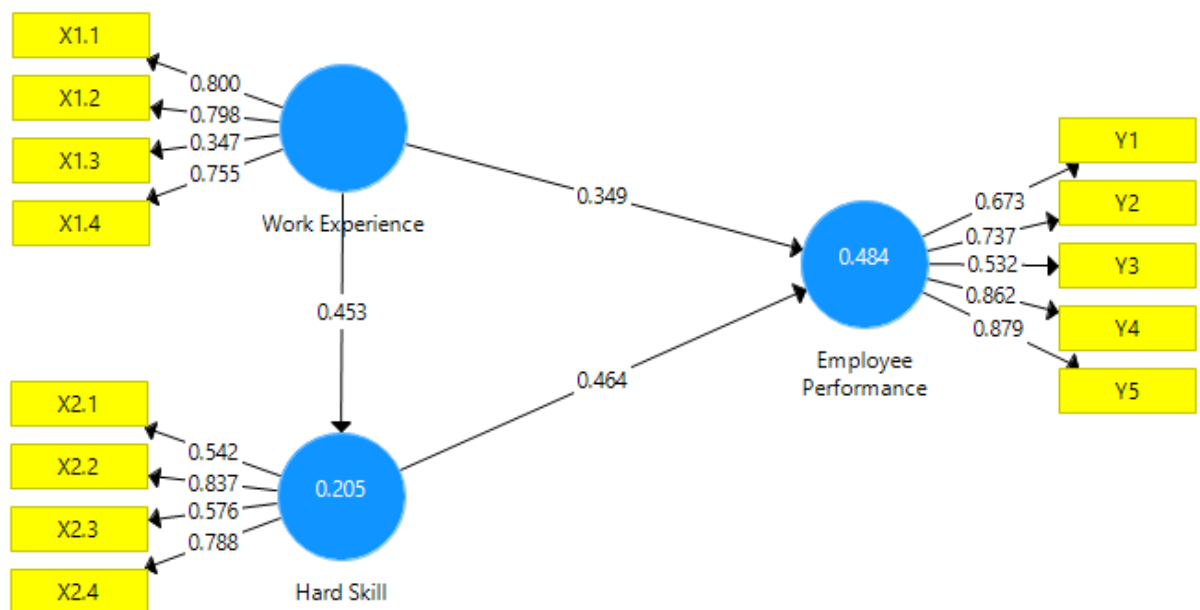
**Figure 4.** Results of Path Analysis

Table 4. Assess the importance of direct and indirect causes

Variable	Effects	Mean	SD	T Statistics	p-Value
X1 → Y	Direct	0.358	0.098	3.566	0.000
X2 → Y	Direct	0.462	0.068	5.131	0.000
X1 → X2 → Y	Indirect	0.216	0.060	3.475	0.001

Discussion

Figure 3. depicts the R-squared value for each latent variable analyzed by the structural equation model (SEM). Figure 2 demonstrates that employee performance (Y) is influenced by work experience (X1) by 0.349 (34.9%). Employee performance is measured by the employee's capacity to complete assigned tasks with a high degree of accountability (Desiana, 2019). The fact that hard skills (X2) influence 46,4% of employee performance (Y) demonstrates that each latent variable influences other latent variables. The results of the R-squared test and the sum of all direct and indirect effects were compared. According to Wibisono (2022), the direct effect is the effect of the independent variable on the dependent variable, while the indirect effect is the effect of the mediating variable on the independent variable. Depending on the context, these additional factors may act as independent variables or as intermediaries. The relationship between X1 and Y is intricate, with both X1 and X2 having direct effects on Y and X1 having indirect effects on Y via X2.

The direct effect of X1 on Y was statistically significant ($p < 0.05$), as shown in Table 4. This demonstrates that prior work experience has a significant impact on the level of performance exhibited by employees. The performance of an employee is evaluated based on the quality and quantity of work completed in accordance with the tasks assigned (Gah & Syam, 2021). Consistent with the findings of previous research, which indicates that employee work experience has a positive and substantial effect on employee

performance, this finding demonstrates that employee work experience has a positive and substantial effect on employee performance (Sofian & Julkarnain, 2019). Work experience is the primary requirement for entry into a particular field of work, particularly for companies that place a premium on particular talents or skills. Compared to less experienced workers, those with more experience will find it easier to complete tasks (Zahro et al., 2018). Work experience demonstrates an employee's level of mastery of jobs and responsibilities, which can be determined by the number of years of service and the nature of the work performed (Suyanto & Silvianita, 2020). Work experience is acquired periodically, i.e. gradually, so that individuals can acquire new skills and work experience as they continue to work (Aminah et al., 2021).

according to table 4 The p value of less than 0.05 demonstrates that hard skills have a direct and significant impact on employee performance. This is consistent with previous research demonstrating that hard skills have a real and significant impact on employee performance (Budiningsih et al., 2020). A variety of factors affect employee performance. In addition, ability or skill is cited as a factor that can affect employee performance (Nugraha et al., 2021). The employee's performance is determined by the quality and quantity of their work according to predetermined work standards (Hadju & Adam, 2019). Contributions to businesses influenced by employee performance include output quantity, output quality, output period, attendance, and cooperative attitude (Jumady

et al., 2022). Hard skills can be defined as those acquired through formal training, education, or study in order to perform one's job responsibilities (Setiana et al., 2019). Hard skills are a characteristic of technological advancements and are possessed by a worker with the ability to solve problems and generate new product and service ideas (Putra & Anita, 2021).

Table 6. demonstrates further the indirect effect of work experience on employee success by highlighting the significance of hard skills. This indirect effect has a significant impact, as indicated by a p value less than 0.05. In this instance, it is evident that previous work experience, mediated by a candidate's hard skills, has a positive and significant impact. This demonstrates that the performance of PT Multi Kencana Niagatama's employees is significantly influenced by both the level of work experience and the level of employee hard skills. This study contradicts the findings of Rusadi (2016), who asserted that work experience does not influence employee performance as mediated by hard skills. Hard skills are technical competencies acquired through study of specific disciplines (Rasid et al., 2018). There is a measurable performance gap between employees with hard skills and employees without hard skills (Jafar & Wahyuni, 2016).

CONCLUSIONS

Conclusion

Based on the findings of studies and discussions, it can be concluded that work experience and hard skills have a significant impact on the performance of PT. Multi Kencana Niagatama's employees. Through education and training, a company can improve its employees' hard skills. Combining a high level of employee work experience with their hard skills can improve employee

performance. It is hoped that additional research will enable the development of a model for improving employee performance and fostering competitive hard skills for the advancement of the organization or business.

Suggestions

Based on the preceding conclusions, the following recommendations are possible: This research can be used by PT. Multi Kencana Niagatama to enhance the hard skills of its employees. The performance of employees within an organization can be enhanced by enhancing their hard skills and work experience. The employees of PT. Multi Kencana Niagatama are expected to perform well if the company can contribute to efforts to improve the quality of its employees and enhance the development of their hard and soft skills. Therefore, future researchers may conduct more in-depth research on work experience, hard skills, and employee performance, as well as its influencing factors, utilizing a variety of research objects or even introducing additional research variables. Due to the employees' preoccupation with their jobs, the collection of primary data for this study has limitations and obstacles.

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Appendix 1. Research Instrument

Work experience variable

1. I've worked here for a considerable amount of time;
2. I have the relevant knowledge and skills by field of work;
3. I can readily operate the company-provided equipment.
4. My work experience aids in completing the task.
5. The length of my employment at this company made my job easier.
6. I am fully competent in all company-provided tasks and equipment.
7. Prior to my employment here, I had worked elsewhere.
8. With my extensive work history comes a wealth of knowledge and a respectable set of professional abilities.
9. The work that was assigned to me was uncharted territory.
10. My professional expertise can be considered while making selections.
11. With my professional expertise, I consistently generate quality work that meets the company's standards.
12. The longer someone is employed, the greater their work experience.
13. Due to policy differences between this organization and my previous employer, I am unable to apply my previous job experience.
14. My professional experience enables me to function both inside and externally.

Hard Skill Variable

1. I have adequate technical expertise.
2. I have sufficient knowledge.
3. I have adequate technological knowledge.
4. I have innovative ideas for completing assignments.
5. With the knowledge I possess, I am able to tackle work-related issues that arise.
6. I am always enhancing my knowledge of technical advancements in the workplace through training.
7. I learn something new about my job on a regular basis.
8. As an employee, I execute things in a rational manner.
9. My position corresponds with my area of competence.
10. As an employee, I am able to utilize technology to facilitate my work.
11. I am adept at analyzing work-related issues.
12. I am able to perform successfully and efficiently due to my skills.
13. As an employee, I am capable of remembering and comprehending the given information.
14. I have the ability to perform mathematical calculations.

Employee Performance Variable

1. I possess a vast knowledge base. Keep abreast of current trends and developments.
2. Capable of resolving complex problems using cutting-edge methods and developing novel problem-solving methodologies
3. Capable of making good decisions based on both direct and indirect experience;
4. Capable of viewing challenges from a different perspective than others.
5. Possess comprehensive information that can aid others in decision-making.
6. Possess considerable self-assurance and the capacity to make sound choices.
7. Organize strategic decision-making in accordance with the existing circumstance.
8. The company provides training possibilities for my own development.
9. I am able to perform the required work effectively.
10. The responsibilities that constitute my job are in line with my abilities.
11. I enjoy my current position.
12. The company provides me with suitable working conditions.
13. My supervisor can motivate me to perform well at work.
14. I rarely commit errors when finishing homework.