

The Influence of Work Experience and Training on Employee Performance at PT. Rubber Indonesia

Pengaruh Pengalaman Kerja dan Pelatihan Terhadap Kinerja Karyawan Pada PT. Rubber Indonesia

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ABSTRACT

Due to process errors that occurred, PT Rubber Indonesia employees experienced a decline in performance, which resulted in products not meeting standards, customer complaints and decreased productivity. Some employees do not understand the company's Standard Operating Procedures (SOP) and Work Instructions (IK), which causes problems in the work process. This research aims to determine how work experience and training influence employee performance. This study used quantitative methods, and the sample consisted of 75 people who were selected purposively. Multiple linear regression analysis was carried out after the data was collected through distributing questionnaires. The results show that, while H1 is accepted, work experience has a significant effect on employee performance, H2 is rejected, training has no significant effect on employee performance. However, H3 is accepted, both work experience and training have a significant effect on employee performance. The results suggest that businesses should consider and leverage employee work experiences to improve performance and re-evaluate training programs to ensure that they are helping employees and the organization as a whole.

Keywords: Work Experience, Training, Employee Performance

ABSTRAK

Akibat kesalahan proses yang terjadi, karyawan PT Rubber Indonesia mengalami penurunan kinerja yang mengakibatkan produk tidak memenuhi standar, komplain dari pelanggan dan penurunan produktivitas. Beberapa karyawan kurang memahami Standar Operasional Prosedur (SOP) dan Instruksi Kerja (IK) perusahaan, sehingga menimbulkan masalah dalam proses kerja. Penelitian ini bertujuan untuk mengetahui bagaimana pengaruh pengalaman kerja dan pelatihan terhadap kinerja karyawan. Penelitian ini menggunakan metode kuantitatif, dan sampel terdiri dari 75 orang yang dipilih secara purposive. Analisis regresi linier berganda dilakukan setelah data terkumpul melalui penyebaran kuesioner. Hasil penelitian menunjukkan bahwa, sementara H1 diterima, pengalaman kerja berpengaruh signifikan terhadap kinerja karyawan, H2 ditolak, pelatihan tidak berpengaruh signifikan terhadap kinerja karyawan. Namun, H3 diterima, baik pengalaman kerja dan pelatihan berpengaruh signifikan terhadap kinerja karyawan. Hasil penelitian menunjukkan bahwa bisnis harus mempertimbangkan dan memanfaatkan pengalaman kerja karyawan untuk meningkatkan kinerja dan mengevaluasi kembali program pelatihan untuk memastikan bahwa mereka membantu karyawan dan organisasi secara keseluruhan.

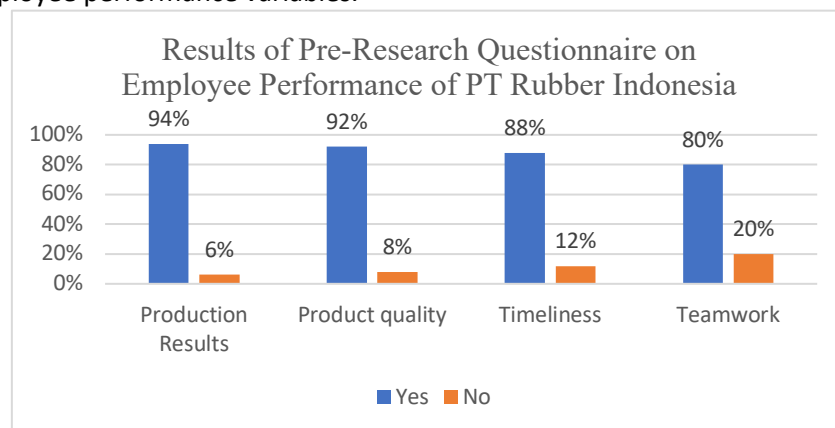
Kata Kunci: Pengalaman Kerja, Pelatihan, Kinerja Karyawan.

1. Introduction

The success of an organization is greatly influenced by how employees perform, therefore, every company strives to improve employee performance in order to achieve predetermined goals.

A well-maintained organizational culture can be a driving force for organizational progress. Human resources not only work physically but also mentally. Improving employee performance is the main focus for every organization in achieving goals. Therefore, effective human resource management is critical to the success of an organization. Employee performance reflects how well they perform their duties effectively and efficiently. Employees are not only considered as passive work tools, but as valuable assets that must be managed properly. Collaboration between the company and employees in achieving work descriptions and achievements is the key to improving employee performance. Employee performance is the result of their efforts in a management process that can be measured and compared to predetermined standards. Improving employee performance can help the company achieve the goals set...

PT Rubber Indonesia is a manufacturing company in the automotive sector in the Karawang International Industrial City (KIIC) area, facing several problems related to employee performance. To obtain the necessary empirical data, the researcher conducted a pre-survey by distributing questionnaires to 30 employees of PT Rubber Indonesia. The following are the survey results regarding employee performance variables.



Source: Researcher, 2024

Figure 1. Pre-research Results Employee Performance

Based on Figure 1 above, it shows that the results of pre-research on employee performance, the highest indicator that shows respondent disagreement is the indicator Teamwork is characterized by the answer "no" as much as 20%. This shows that teamwork still needs improvement so that performance achievements can be optimized. Followed by the indicator of timeliness in the process and delivery of products to consumers, there are still delays with the answers of respondents who stated no by 12%. While the other two indicators respondents answered no below 10%. In general, the results of this pre-research questioner show that there needs to be a comprehensive improvement in employee performance so that organizational goals can be realized.

PT Rubber Indonesia's employee performance is not yet optimal, such as employees making process errors resulting in products produced not according to standard or NG (*Not Good*). The impact of this problem will cause *customer claims* and affect employee performance productivity. The way employees work is also quite slow so that the target per day is not achieved. Quite a lot of employees do not understand about the Company's Standard Operating Procedures (SOP) and Work Instructions (IK) so that they become problematic during the process. This can be interpreted as part of the decline in employee performance at the company based on the results of observations can be caused by the effect of the lack of experience and understanding of employees in the work

process in work procedures with direct practice of operating on their jobs. Performance can also be influenced by the ability of employee work experience. (Beni and Enni, 2020).

Work experience has an important role in improving employee performance. Employees who have had more work experience will have a diversity of experiences in overcoming various challenges according to their individual abilities. Work experience provides an advantage for a person in carrying out subsequent tasks because they have had previous experience in working in various organizational or corporate contexts. It is expected that such experience will improve the quality of employee resources and assist them in achieving better work performance. In addition, having work experience can also make it easier for employees to complete tasks properly, which in turn will improve their work abilities and results (Rahmawati, 2019).

The performance of PT Rubber Indonesia employees is not optimal, apart from the lack of work experience, it is also thought to be caused by their work abilities that are not yet appropriate, therefore in an effort to improve employee work abilities, the company also needs to conduct training for employees so that their work abilities can support their work so that in the end it will improve their performance. Indeed, the training provided by the company so far has not been entirely successful. In addition, employees who have worked for more than 3 years often ignore training - training organized by the department or company. According to Al-Karim (2019), training in companies has great significance because it aims to help employees overcome their performance weaknesses, as well as to improve attitudes, abilities, expertise, knowledge, experience, and behavior relevant to the work they do. Training is organized with the aim that employees can perform their duties more effectively, and training programs are usually tailored to each employee's individual area of expertise. This aims to prevent employees from feeling bored or monotonous in carrying out their tasks.

Several previous studies have been conducted such as research by Fahreza et al. (2021) found that work experience has a positive and significant correlation with employee performance. However, research by Sitompul et al. (2021) found that work experience does not have a significant positive correlation with employee performance. In contrast, research by Hanafiah and Juhadi (2021) found that both training and work experience as a whole make a significant contribution to employee performance.

The purpose of this study is to find, analyze and explain whether employee performance is influenced by work experience individually, training individually or work experience and training together.

2. Literature Review

Human resource management is a management approach that focuses on managing employee capabilities through strategic measures to improve individual performance and achieve organizational goals (Aditama, 2020; Rustika, 2021; Hasibuan, 2020). Management is a process that involves planning, organizing, directing and controlling with the aim of achieving organizational goals through the utilization of human resources and other resources (Aditama, 2020; Rustika, 2021; Hasibuan, 2020).

The ability of an employee to complete tasks based on the experience they have in their field of work is called work experience (Suwanto et al., 2021; Amalia et al., 2021; Ilham, 2022). Training on the other hand is defined as a company's planned effort to improve employees' knowledge, skills, competencies and behavior according to their job needs (Noe, 2020; Wahyuningsih, 2019).

The work results that include the quality and quantity achieved by an employee in accordance with his responsibilities are called performance (Abidin and Sasongko, 2022; Wahyuni, 2020). Work quality, work quantity, knowledge and cooperation are indicators of employee performance (Bernardin and Russell in Wahyuni, 2020).

The Effect of Work Experience on Employee Performance

The effect of work experience on employee performance can be explained as a process in which the knowledge, skills, and understanding gained by individuals from interactions and work performed during work affect their work results. According to Kurniawan et al. (2021), work experience refers to the time span or period of work that a person has gone through, which allows them to understand the tasks in their job and complete them properly. This definition includes both qualitative and quantitative dimensions of work experience, including the variety of tasks, level of responsibility, and learning opportunities. Previous research has shown that extensive and diverse work experience is positively correlated with employee performance. For example, research by Rendi, Graha, and Sedyastuti (2020) concluded that partially, work experience has a significant and positive influence on employee performance at PDAM Malang City. Diverse work experience can improve the ability to solve problems and adapt to changes in the work environment.

Effect of Training on Employee Performance

The impact of training on employee performance can be interpreted as a process in which providing new knowledge, skills, and understanding through training programs affects individual abilities and work results. According to Arianty et al. (2016: 120), training is one of the efforts made by companies to improve the quality of human resources in the work environment, both for new employees and those who have been working for a long time, given the dynamics of work that can change due to changes in the work environment, strategies, and other factors. This definition includes various types of training, both formal and informal, provided by the organization to employees. Previous research shows that effective training can improve employee performance in various aspects. For example, research by Pohan and Yusnandar (2022) concluded that partially, training affects employee performance at PT Bank SUMUT Medan Head Office. Well-conceived training can increase employees' confidence in dealing with complex tasks, which in turn will improve their performance.

The Effect of Work Experience and Training on Employee Performance

The effect of work experience and training on employee performance can be understood as the interaction between the accumulation of knowledge, skills and insights from work experience and the provision of new knowledge and skills through training programs to improve individual work outcomes. This definition encompasses both qualitative and quantitative concepts of work experience and training and recognizes the importance of the interaction between the two in improving employee performance. Previous research supports this view as highlighted from the study of Irzan, Silaningsih and Kartini (2023) The results showed that training and work experience simultaneously and partially had an effect on the performance of employees of the Metro Jaya Police State Police School while the dominant variable in influencing employee performance was work experience.

Research Hypothesis:

H1: There is a partial influence of work experience on employee performance at PT Rubber Indonesia.

H2: There is a partial effect of training on employee performance at PT Rubber Indonesia.

H3: Together, work experience and training have an influence on employee performance at PT Rubber Indonesia

3. Methods

The purpose of this research is to test hypotheses that have been made about a particular population or sample. This quantitative research involves data collection with research instruments and quantitative / statistical analysis of the data collected. This study involved 300 employees of PT Rubber Indonesia with the sampling technique used was purposive sampling which involved the criteria of employees who had worked in other companies for more than five years. The Slovin formula was used to calculate the sample size, which resulted in a sample size of 75 people. To collect data, respondents received a questionnaire consisting of twenty questions. Validity, reliability, multiple linear regression analysis, t test, F test and coefficient of determination tests will be conducted on the collected data using the SPSS data processing program.

4. Results and Discussion

Validity Test

The validity of the questionnaire was determined by comparing the r-count value with the r-table value at a specific confidence level. With a significance level of 5% (0.05), the r-table value for degrees of freedom (df) = $n-2 = 75-2 = 73$ is 0.2272. In this study, if the r-count exceeds the r-table value, the item is considered valid; otherwise, it is invalid. Based on the results, all items in the questionnaire met the validity criteria, confirming the questionnaire as a valid data collection instrument.

Reliability Test

According to Sujarweni (2014), the reliability of the questionnaire items is evaluated by Cronbach's alpha, where a value greater than 0.60 indicates reliability. The SPSS analysis results show a Cronbach's alpha value of 0.837, which exceeds 0.60, signifying that the questionnaire is reliable and can consistently measure the variables in question.

Test t

The significance value and the probability value of 0.05 are compared with the t test. After the calculated t value and the t table value are compared, if the calculated t value is greater than the t table, variable X has an effect on variable Y, while if the sig value is less than 0.05, variable X has no effect on variable Y.

Table 1. T Test

Model	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
Constant	10.070	2.848		3.537	.001	
Work Experience	.435	.140	.346	3.106	.003	
Training	.195	.099	.219	1.965	.053	

Dependent Variable: Employee Performance

Source: Processed Research Data, 2024

After testing the first hypothesis (H1), it was found that the significance value of the (partial) effect of X1 on Y was 0.003 less than 0.05. In addition, the calculated t value of 3.106 is greater than the t table value of 1.993. Therefore, it can be concluded that H1 is accepted, indicating that work experience (X1) affects employee performance (Y).

However, in testing the second hypothesis (H2) the significance value of the (partial) effect of X2 on Y is 0.053 greater than 0.05. In addition, the calculated t value of 1.965 is lower than the t table value of 1.993. As a result, H2 is rejected, indicating that training (X2) has no significant effect on employee performance (Y).

F test

The significance value is compared with the probability value of 0.05. If the significance value (sig) is less than 0.05 then variables X1 and X2 have an effect on variable Y simultaneously. If the significance value is more than 0.05, the variables X1 and X2 have no effect on variable Y simultaneously.

The F table value is obtained from the F table distribution by considering the number of variables (k) and degrees of freedom. If the calculated F value is greater than the F table, then variables X1 and X2 are simultaneously considered to have an effect on variable Y; conversely, if the calculated F value is smaller than the F table, then variables X1 and X2 are simultaneously considered to have no effect on variable Y.

Table 1. F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	86.692	2	43.346	10.297	.000b
Residual	303.095	72	4.210		
Total	389.787	74			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Training, Work Experience

Source: Processed Research Data, 2024

After testing the third hypothesis (H3), it is found that the significance value of the (simultaneous) effect of X1 and X2 on Y is 0.000 which is smaller than 0.05. In addition, the calculated F value of 10.297 is also greater than the F table value of 3.12. Therefore it can be concluded that

H3 is accepted which indicates that Work Experience (X1) and Training (X2) affect employee performance (Y) simultaneously.

Coefficient of Determination

Table 3. R Square

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	86.692	2	43.346	10.297	.000b
Residual	303.095	72	4.210		
Total	389.787	74			

a. **Dependent Variable:** Employee Performance

b. **Predictors:** (Constant), Training, Work Experience

Source: Processed Research Data, 2024

Based on the results above, the R Square value of 0.222 indicates that variables X1 and X2 have an influence of 22.2% on variable Y simultaneously. In other words, work experience (X1) and training (X2) are the cause of about 22.2% of the variability or variation in performance (Y). The remaining 77.8 percent is influenced by additional components not discussed in this study.

5. Discussion

The results of this study indicate that there is a significant influence between work experience and employee performance at PT Rubber Indonesia. This finding is in line with the theory which states that the accumulation of knowledge, skills and insights gained from work experience can affect individual work outcomes. Extensive and varied work experience may have improved problem-solving abilities and adaptation to changes in the work environment for employees in the company. This result is consistent with previous research from Rendi, Graha and Sedyastuti (2020) which shows that diverse work experience contributes positively to employee performance.

Interesting findings show that employees of PT Rubber Indonesia are not significantly affected by training. The results of this study differ from the results of research by Pohan and Yusnandar (2022) which state that training variables partially affect employee performance. In this study, training did not show a significant effect on employee performance, although training is an important effort to improve the quality of human resources in the workplace. This may be due to ineffective company training or it may be due to other things that are not covered in this study. To find out why training does not affect the performance of PT Rubber Indonesia employees, additional analysis is needed.

In addition, this study investigates the simultaneous effect of work experience and training on employee performance. This study confirms the research findings of Irzan, Silaningsih and Kartini (2023) which state that work experience and training partially and simultaneously affect employee performance, but the effect of training individually is not significant when combined with work experience. This shows how important it is to consider these two factors simultaneously in an effort to improve employee performance.

4. Conclusions

The conclusion of this study is that work experience has a significant influence on employee performance at PT Rubber Indonesia, while training does not show a significant influence individually. However, when combined simultaneously, work experience and training have an effect on employee performance. Nonetheless it should be noted that their influence only explains about 22.2% of the variation in employee performance which means there are other factors beyond work experience and training that also affect employee performance.

The implication of this finding is that it is important for companies to pay attention to and utilize employee work experience as a potential factor in improving performance. Companies also need to re-evaluate the effectiveness of the training programs they provide to ensure that the training provided can provide significant benefits to employees and the organization as a whole. In addition, companies need to realize that the effects of work experience and training do not stand alone but interact in a complex manner. Therefore, a holistic human resource development strategy that includes these two factors can help optimize employee performance. In addition, this study also underscores the importance of further research to understand other factors that influence employee performance at PT Rubber Indonesia, so that companies can develop more comprehensive strategies to improve organizational performance and productivity

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