

The Influence of Motivation and Work Experience on Employee Performance at a Logistics Service and Hinterland Development Company

Shafira Aulia I¹, Yulianti Keke², Novi Indah Susanthi³, Veronica^{4*}

¹ Trisakti Institute Transportation and Logistics, Jakarta, Indonesia

¹ veronicaparhusip2@gmail.com

* corresponding author

ARTICLE INFO

Article history

Received : 22-03-2024

Revised : 23-03-2024

Accepted : 25-04-2024

Keywords

Work Motivation;

Work Experience;

Employee Performance;

ABSTRACT

This study aims to analyze and determine the influence between motivation and work experience on the performance of employees of PT. Multi Terminal Indonesia. This study uses a quantitative method, and the data used is primary data obtained by distributing questionnaires. In addition, this study also uses secondary data obtained from several articles, journals, and similar research. In this study using 78 respondents with a tolerance level of 10% on the Slovin formula, and using a probability sampling technique with a simple random sampling approach. The data analysis technique used in this study is instrument testing with validity and reliability tests, classical assumption tests, and hypothesis testing through the coefficient of determination test, t test, and f test using SPSS 27. The results of this study indicate that there is a significant influence between motivation and work experience variables on the performance of employees of PT. Multi Terminal Indonesia. As well as simultaneously motivation and work experience affect the performance of employees of PT. Multi Terminal Indonesia..

INTRODUCTION

The economy in Indonesia is currently experiencing very rapid development, especially with international cooperation which eliminates national boundaries. The rapid business activities in the world, including Indonesia, provide many business opportunities related to logistics activities for shipping or storing goods. Indonesia is a logistics market that has great potential to be used as a place for business activities, because Indonesia is the largest archipelagic country covering a large and extensive area from West to East. The logistics sector is crucial for Indonesia's economic growth, particularly with the ongoing development of hinterlands. Optimizing employee performance within logistics companies is essential for efficient service delivery and supply chain management. The impact of widespread cooperation in the economic sector is that a company or organization must strive to maintain the sustainability of the company or organization by one of its efforts, namely improving employee performance. High-performing employees are vital for logistics companies to achieve their goals. However, factors like motivation and work experience can significantly influence employee performance (Rozi & Sunarsi, 2020). A clear understanding of these influences is necessary to address potential challenges and improve overall performance. To obtain employee performance that is in accordance with the company's criteria in achieving goals, the company will depend on human resources which will produce employee performance effectively and efficiently to develop the company. performance is an implementation of a plan, implementation of performance is carried out by someone who has the skills, motivation and interests Wibowo (2016).

It can be challenging to measure the direct impact of generic motivational efforts on actual work outcomes. To improve employee performance, there are several factors, one of which is work motivation and employee performance. Motivation is a series of attitudes and values that will influence a person to obtain specific things and in accordance with the goals they want to achieve. These attitudes and values are something that is invisible, and provide the power to encourage someone to behave in achieving goals (Rivai, 2008). And Husaini (2013, p. 276) stated motivation is an urge that a person has to do something, while motive is a need, desire, encouragement or impulse.

Another factor that influences employee performance is work experience. Ratulangi and Soegoto (2016, p. 323) stated that in an effort to improve performance, employee work experience reflects the level or mastery and skills that can be measured from the period of work and the type of work that has been done. If employees have high work experience, it can improve employee performance. Conversely, if there is less work experience, the employee's performance will also be lower. Therefore, prospective employees try to have high work motivation and work experience to improve their performance so they can work in the company they want. By understanding the factors influencing employee performance, companies can develop targeted strategies to increase employee motivation through effective incentive programs, recognition systems, and career development opportunities, enhance the value of work experience and optimize employee performance management. This research has the potential to significantly contribute to improved employee performance within the logistics service and hinterland development sector in Indonesia, leading to increased efficiency, productivity, and overall company success.

THEORETICAL BASIS

Motivation

There's a direct link between individual motivation and performance. This high performance translates to organizational success. Motivation acts as a catalyst, driving employees to excel and exceed expectations (Sekhar, Patwardhan, & Singh, 2013). Motivation is the force that encourages someone to carry out an action or not which is essentially positive or negative internally and externally, work motivation is something that creates encouragement or work enthusiasm or drives work enthusiasm (Sedarmayanti, 2017). Previous research found that motivation impacted performance (Sumarsid, Idrus, Mafriningsianti, & Rifa'i, 2023). According to (Boxall & Purcell, 2011) there's a positive relationship between intrinsic motivation and employee performance (EP). This suggests that intrinsic motivation is a key factor influencing how well employees perform their jobs. Therefore, motivation is a factor that will encourage a person to carry out a certain activity, therefore motivation is sometimes interpreted as a factor that drives a person's behavior in carrying out a job (Sutrisno, 2016).

1. Aspects of Work Motivation

Work motivation can be understood as a combination of internal and external factors that drive individuals to initiate and engage in work-related activities. It shapes the way they perform the work, the direction they take, the level of effort they put in, and how long they persist. (Pinder, 2008). Munandar (2001) stated the aspects of work motivation, as follows:

- a. There is discipline from employees
- b. High imagination and combination power
- c. Confidence
- d. Resistance to pressure
- e. Responsibility in doing work

2. Work Motivation Indicators

According to Hafidzi (2019) there are five indicators regarding work motivation, which consist of:

- a. Physical needs
- b. Need for security
- c. Social needs
- d. The need for appreciation
- e. The need for encouragement to achieve goals

Work Experience

Work experience is the basis for an employee being able to place themselves in the right conditions, being able to take risks, being able to face challenges responsibly and being able to communicate well with various parties to maintain productivity, performance and produce individuals who are competent in their field (Sutrisno, 2009, p. 158). Study found the impact of work experience toward performance (Maisuri & Rusdi, 2021; Ratnawati, Sukidjo, & Efendi, 2020). Therefore, the

higher the level of education and work experience of an employee, the higher the performance displayed (Husaini, 2013).

1. Factors that influence work experience

Hani Handoko (2012) explained that there are several factors that influence work experience, namely:

- a. Personal background
- b. Talents and interests
- c. Attitudes and needs
- d. Analytical and manipulative abilities
- e. Technical skills and abilities

2. Work experience indicator

According to Bill Foster (2015), work experience indicators consist of:

- a. Work period / Length of time
- b. Level of knowledge and skills
- c. Mastery of work and equipment

Employee performance

Performance is the fruit of work completed by a person or group within an organization in accordance with their duties and responsibilities in an effort to achieve organizational goals legally, without violating legal provisions, and in accordance with morals and ethics (Prawirosentono 2008). A study (Narcisse & Harcourt, 2008) highlight the sensitive nature of performance appraisals. They describe it as "one of the most emotionally charged activities in business life" due to its inherent judgement of an employee's contribution and abilities. Employee's performance is defined as a combination of efficiency and effectiveness of the employee's daily tasks to meet the expectations of the stakeholders (Bataineh, 2017). While Rivai (2003) define performance as a function of motivation and ability to complete a task or job for someone who has a certain degree of willingness and level of ability. Previous research stated there is a positive impact in the relationship between motivation and work experience toward employee performance (Maisuri & Rusdi, 2021; Ratnawati et al., 2020).

1. Employee Performance Factors

According to Sedarmayanti (2017), employee performance can be influenced by several factors, which consist of:

- a. Attitude and mentality (work motivation, work discipline, and work ethics),
- b. Education,
- c. Skills,
- d. Leadership management
- e. Income level,
- f. Salary and health,
- g. Social Security,
- h. work climate,
- i. Facilities and infrastructure,
- j. Technology
- k. Opportunity for achievement
- l. Employee Performance Indicators

2. Employee Performance Indicators

According to Koopsman (2014), employee performance can be measured or assessed using several indicators consisting of:

- a. Task performance
- b. Contextual performance
- c. Adaptive Performance
- d.

RESEARCH METHODOLOGY

This research uses a probability sampling technique with a simple random sampling approach. The independent variables are motivation and work experience, while the dependent variable is employee performance. The research instrument used was a questionnaire.

In this study, 78 respondents were used with a tolerance level of 10% for the Slovin formula, and. The data analysis techniques used in this research are instrument testing with validity and reliability tests, classical assumption tests, and hypothesis testing through coefficient of determination tests, t tests, and f tests using SPSS 27.

Research Instrument Test Results

1. Work Motivation Validity Test (X1)

Statement	<i>Corrected Item Total Correlation</i>	r table	Validity
Statement X1.1	0.246	0.222	VALID
Statement X1.2	0.373	0.222	VALID
Statement X1.3	0.495	0.222	VALID
Statement X1.4	0.483	0.222	VALID
Statement X1.5	0.624	0.222	VALID
Statement X1.6	0.410	0.222	VALID
Statement X1.7	0.642	0.222	VALID
Statement X1.8	0.554	0.222	VALID
Statement X1.9	0.616	0.222	VALID
Statement X1.10	0.484	0.222	VALID
Statement X1.11	0.532	0.222	VALID

The results of the work motivation validity test in the table above show that with a sample of 78 respondents and 11 statements related to work motivation, the value of $r_{count} > r_{table}$ is 0.222. Based on all statements from the work motivation validity test results in this table, it is declared valid.

2. Work Experience Validity Test Results (X2)

Statement	<i>Corrected Item Total Correlation</i>	r table	Validity
Statement X2.1	0.492	0.222	VALID
Statement X2.2	0.693	0.222	VALID
Statement X2.3	0.652	0.222	VALID
Statement X2.4	0.655	0.222	VALID
Statement X2.5	0.545	0.222	VALID
Statement X2.6	0.504	0.222	VALID

The results of the work experience validity test in the table above show that with a sample of 78 respondents and 6 statements related to work experience, the value of $r_{count} > r_{table}$ is 0.222.

Based on all statements from the work experience validity test results in this table, it is declared valid.

3. Employee Performance Validity Test Results

Statement	Corrected Item Total Correlation	r table	Validity
Statement Y.1	0.623	0.222	VALID
Statement Y.2	0.563	0.222	VALID
Statement Y.3	0.441	0.222	VALID
Statement Y.4	0.534	0.222	VALID
Statement Y.5	0.490	0.222	VALID
Statement Y.6	0.548	0.222	VALID
Statement Y.7	0.596	0.222	VALID
Statement Y.8	0.606	0.222	VALID

The results of the employee performance validity test in the table above show that with a sample of 78 respondents and 8 statements related to employee performance, the value of $r_{count} > r_{table}$ is 0.222. Based on all statements from the employee performance validity test results in this table, it is declared valid.

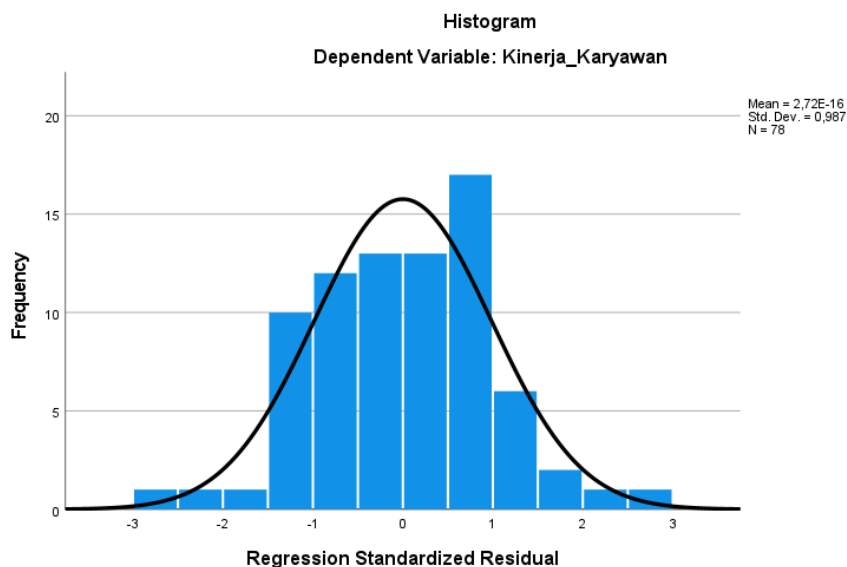
4. Reliability Test

Variable	Cronbach's Alpha	Constant	Information
Work motivation	0.700	0.60	Reliable
Work experience	0.628	0.60	Reliable
Employee performance	0.668	0.60	Reliable

Based on the table above, for the three variables used in this research, Cronbach Alpha values were obtained which were greater than 0.60. This means that all instruments in the research are reliable, so all statement items can be trusted and can be used for further research.

Classic assumption test

1. Normality test



Based on the image above, the normality test results on the histogram appear to be in a straight position in the middle. Therefore, it can be seen that this research data is normally distributed.

2. Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10,461	3,564		2,935	,004		
	Work motivation	,536	,169	,680	3,173	,002	,166	6,007
	Work experience	,035	,254	,030	,139	,889	,166	6,007

a. Dependent Variable: Employee_Performance

In the table above, it can be seen that the tolerance value of the work motivation (X1) and work experience (X2) variables is 0.166 > 0.10 and the VIF value is 6.007 which means less than 10. So it is concluded that this research data does not experience multicollinearity between variable.

3. Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,931	1,948		,991	,325
	Work motivation	,131	,092	,390	1,415	,161
	Work experience	-,263	,139	-,523	-1,898	,062

a. Dependent Variable: ABSRESS

Based on the results of the heteroscedacity test using the Glejser test, it can be seen that the sig. X1 is 0.16 and the sig value. X2 is 0.6. Because the sig values of X1 and X2 are more than 0.05, it can be concluded that heteroscedasticity does not occur.

Data Analysis Results

1. Multiple Linear Regression Analysis

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,461	3,564		2,935	0.004
	Work Motivation (X1)	0.536	0.169	0.680	3,173	0.002
	Work Experience (X2)	0.035	0.254	0.030	0.139	0.889

a. Dependent Variable: Employee Performance (Y)

In the table above is the result of calculations using SPSS version 25, it can be seen that the constant (a) value is 10,461 while the b1 value is 0.536 and the b2 value is 0.035. So the multiple linear regression equation is:

$$Y = a + b_1x_1 + b_2x_2$$

$$Y = 10.461 + 0.536X1 + 0.035X2$$

The regression coefficient for Work Experience (X2) is positive, and shows that increasing Work Experience (X2) will increase Employee Performance (Y). This shows that every increase in Work Experience units will result in Employee Performance increasing by 0.035.

2. Multiple Correlation Analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,653a	,426	,411	1,673	,426	27,868	2	75	,000

a. Predictors: (Constant), Work_Experience, Work_Motivation

Based on the analysis results, the r value is 0.653. If you look at the table above, 0.653 is found in the coefficient interval 0.60 – 0.799, which means that the r value (correlation coefficient) has a strong level of relationship.

3. Multiple Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,653a	,426	,411	1,673

a. Predictors: (Constant), Work_Experience, Work_Motivation

Based on the results of data analysis from the summary model, it can be seen that the r value obtained is 0.653. So the contribution of the independent variable (X) to the dependent variable (Y) in percentage can be determined using the following formula:

$$KP = r^2 \times 100\%$$

$$KP = 0.6532 \times 100\%$$

$$KP = 0.426 \times 100\%$$

$$KP = 42.6\%$$

Based on table 4.18 above, it shows that the R square value (Coefficient of Determination) is 0.426. So it can be concluded that the ability of the independent variables (X1 and X2) has an effect on the dependent variable (Y) by 42.6%. And the remaining 57.4% is influenced by other variables not discussed in this research.

Hypothesis testing

1. Work motivation t test (X1) on employee performance (Y)

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,582	3,436		3,079	,003
	Work motivation	,514	,068	,653	7,513	,000

a. Dependent Variable: Employee_Performance

To get ttable results, you can use the formula:

(α ; $n - k$) = (0.05 ; 78 - 2), then the ttable result is 1.665. And it is known that the sig value. work motivation (X1) is 0.000 < 0.05 and at a t value of 7.513 > 1.665 t table. Which means Ho is rejected and Ha is accepted, then H1 is accepted because the work motivation variable (X1) influences the employee performance variable (Y).

2. Work experience t test (X2) on employee performance (Y)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,429	2,970		5,868	,000
	Work experience	,699	,109	,591	6,387	,000

a. Dependent Variable: Employee_Performance

At the sig value. the work experience variable (X2) is $0.000 < 0.05$ and the t value is $6.387 > 1.665$ t table. Which means H_0 is rejected and H_a is accepted, then H_2 is accepted because the work experience variable (X2) influences the employee performance variable (Y).

3. Test f

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	156,012	2	78,006	27,868	,000b
	Residual	209,937	75	2,799		
	Total	365,949	77			

a. Dependent Variable: Employee_Performance
b. Predictors: (Constant), Work_Experience, Work_Motivation

To get the F table results, you can use the formula:

$(k ; n - k - 1) = (2 ; 78 - 2 - 1)$, then the Ftable result is 3.12.

In the table above it can be seen that the significance value is $0.000 < 0.05$ and the F value is $27.868 > 3.12$ Ftable. So it is concluded that H_3 is accepted. This finding tells us that both work motivation (X1) and work experience (X2) together have a significant impact on employee performance (Y). This proved that employees with high work motivation are likely to put in more effort, be more persistent, and achieve better results. This finding is in line with previous research that indicated work motivation affects employee performance (Sumarsid et al., 2023). Employees with extensive work experience tend to have a better understanding of their roles, improved skills, and the ability to apply knowledge efficiently, leading to better performance. The study suggests that these factors reinforce each other. Motivated employees are more likely to seek out new experiences and learning opportunities, further enhancing their skills and experience. This findings supports previous research that stated employee performance is very important in the productivity of a company (Ratnawati et al., 2020). previous researcher that analyzed work experience and motivation have a significant effect on the performance of employees (Maisuri & Rusdi, 2021).

CONCLUSIONS AND IMPLICATIONS

Based on the results of this research entitled "Analysis of the Influence of Motivation and Work Experience on Employee Performance at PT. Multi Terminal Indonesia" then researchers can draw the following conclusions:

- a. In the work motivation variable on employee performance, there is a positive and significant influence with the T test results, namely the sig value. $0.000 < 0.05$ and tcount $7.513 >$ ttable 1.665 which means H_0 is rejected H_a is accepted. So it is concluded that work motivation has a significant and positive effect on employee performance.
- b. On the work experience variable on employee performance, there is a positive and significant influence with the T test results, namely the sig value. $0.000 < 0.05$ and tcount $6.387 >$ ttable 1.665 which means H_0 is rejected H_a is accepted. So it is concluded that work experience has a significant and positive effect on employee performance.
- c. On the variables of motivation and work experience on employee performance, there is a positive and significant influence with the F test results, namely the sig value. $0.000 < 0.05$ and Fcount $27.868 > F$ table 3.12 H_0 is rejected and H_a is accepted. So it is concluded that H_3 is accepted,

which means there is a significant influence between work motivation variables and work experience simultaneously on employee performance variables.

Based on the research results described in the previous chapter, the implications or suggestions that researchers can put forward are as follows:

1. Based on the statements on the work motivation variable, there is the lowest statement, namely "I have colleagues who support and help each other in dealing with work" with an average score of 4.3. According to the author, companies should improve conditions for working together and helping each other among company employees because by supporting and helping each other they can improve the quality of work results and work or problems that occur while working will be resolved more quickly.
2. Based on the statements in the work experience variable, there is the lowest statement, namely "I have skills in using work tools, so my work can be completed more quickly" and "I am able to use every work equipment provided by the company, so the work I do is easier and faster to complete" with an average score of 4.5. According to the author, companies need to provide prior training to employees on how to use work equipment that will be used in daily work activities. With the training that has been provided, employees can use the equipment correctly so that it can be used and helps make work easier and faster to complete.
3. Based on the statements on employee performance variables, there are the lowest statements, namely "I quickly understand new tasks given by the company" and "I understand every organizational policy that has been set." with an average score of 4.4. According to the author, for new tasks given by the company, it is better to explain in detail the methods or procedures so that employees can understand and carry out them in accordance with the provisions requested by the company. And regarding organizational policies, it is better to hold meetings or explain in more detail the applicable policies so that employees can know and implement the organizational policies that have been set.

BIBLIOGRAPHY

- Bataineh, K. A. (2017). The Impact of Electronic Management on the Employees' Performance. *Journal of Management and Strategy*, 8(5), 86–100. <https://doi.org/https://doi.org/10.5430/jms.v8n5p86>
- Boxall, P., & Purcell, J. (2011). *Strategy and Human Resource Management*. Palgrave Macmillan, Basingstoke.
- Foster, B. (2015). *Pembinaan untuk meningkatkan kinerja karyawan*. Jakarta: PPM.
- Handoko, T. H. (2012). *Manajemen Personalia dan Sumber Daya Manusia* (Edisi 2). Yogyakarta: BPFE UGM.
- Linda Koopsmans, Claire M Bernaards, Vincent H Hildebrandt, Sted van Buuren, Allard J van der Beek, H. C. de V. (2014). Improving the Individual Work Performance Questionnaire using Rasch Analysis. *Journal of Applied Measurement*, 160–175.
- Maisuri, N. E., & Rusdi. (2021). Effect Of Work Experience And Motivation On Employee Performance At Pt. Agro Sinergi Nusantara (Asn) Ujong Beurasok West Aceh. *International Journal Of Social Service And Research*.
- Munandar, A. . (2001). *Psikologi Industri dan Organisasi*. Jakarta: Universitas Indonesia (UI-Press).
- Narcisse, S., & Harcourt, M. (2008). Employee fairness perceptions of performance appraisal: A Saint Lucian case study. *The International Journal of Human Resource Management*, 19, 1152–1169. <https://doi.org/10.1080/09585190802051451>
- Pinder, C. C. (2008). *Work Motivation in Organizational Behavior* (2nd ed.). Psychology Press. <https://doi.org/https://doi.org/10.4324/9781315734606>
- Prawirosentono, S. (2008). *Manajemen Sumber Daya Manusia, Kebijakan Kinerja Karyawan*.

Yogyakarta: BPFE.

- Ratnawati, E., Sukidjo, & Efendi, R. (2020). The Effect of Work Motivation and Work Experience on Employee Performance, 7, 109–116. <https://doi.org/10.18415/ijmmu.v7i8.1809>
- Rivai, V. (2003). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Bandung: PT. Remaja Rosdakarya.
- Rozi, A., & Sunarsi, D. (2020). The Influence of Motivation and Work Experience on Employee Performance at PT. Yamaha Saka Motor in South Tangerang. *Jurnal Office*, 5, 65. <https://doi.org/10.26858/jo.v5i2.13378>
- S, R. R., & Soegoto Agus supandi. (2016). Pengaruh Pengalaman Kerja, Kompetensi, Motivasi Terhadap Kinerja Karyawan (Studi Pada Pt. Hasjrat Abadi Tendeand Manado). *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 4(3), 323.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia : Reformasi Birokrasi dan Manajemen Pegawai Negeri sipil*. PT. Refika Aditama.
- Sekhar, C., Patwardhan, M., & Singh, R. K. (2013). A literature review on motivation. *Global Business Perspectives*, 1(4), 471–487. <https://doi.org/10.1007/s40196-013-0028-1>
- Sumarsid, Idrus, S., Mafriningsianti, E., & Rifa'i, A. (2023). Factors Affecting Work Quality And Work Motivation On Employee Performance. *International Journal of Economy, Education and Entrepreneurship*, 3(1). <https://doi.org/https://doi.org/10.53067/ije3.v3i1>
- Sutrisno, E. (2009). *Manajemen Sumber Daya Manusia (Edisi Pert)*. Kencana Prenada Media Group.
- Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group.
- Usman, H. (2011). *Manajemen: Teori, Praktik, dan Riset Pendidikan*.