Performance Determinants

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Abstract
This research aims to analyze the influence of work experience and compensation on employee performance, both directly and indirectly through work motivation, at BPJS Ketenagakerjaan Medan Utara and Kisaran branches. The study utilized quantitative methods, collecting data from 80 permanent employees as the sample. The results show that compensation positively and significantly affects employee performance, while work experience indirectly impacts performance through motivation. However, work experience alone does not have a significant direct effect on performance. The findings emphasize the role of motivation as a mediating factor in enhancing employee performance, driven by both compensation and experience.

Keywords: Work Experience, Compensation, Employee Performance, Motivation.

INTRODUCTION

A company complete with facilities and infrastructure will be meaningless without humans as managers and idea loaders. The quality of human resources will determine the quality of the company and will affect its survival. Work experience greatly affects the level of employee performance as stated in the study (Ardika, 2014). The broader a person's work experience, the more perfect the mindset and attitude will be and the more skilled they will be in doing their jobs. The binding tools used by agencies for their employees can be compensation, a factor that attracts employees and a factor that drives someone to become an employee. According to Kadarisman (2018) compensation is a fair and appropriate reward for employees for work achievements and services that have been issued towards organizational goals in order to achieve organizational goals. Motivation is the drive and desire of a person to work, for example a large salary, a protective leader, adequate work facilities, a comfortable work environment and pleasant coworkers and others (Hasibuan & Silvya, 2019). Employee motivation can be influenced by individual and organizational factors. Effective and efficient employee performance is needed by a company because it will advance a company. (Saripuddin & Handayani, 2017) high employee performance is one of the requirements in achieving company goals. Achieving these company goals can be obtained from the company's efforts in managing potential human resources in order to improve their performance. Good performance is optimal performance, namely performance that meets organizational standards and supports the achievement of organizational goals. A good organization is an organization that strives to improve the capabilities of its human resources, because this is a key factor in improving employee performance.

Formulation of the problem

1. Whether Work experience has a positive and significant effect on employee performance at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office

2. Whether Experience has a positive and significant influence on employee work motivation at the North Medan Branch of BPJS Ketenagakerjaan and the Kisaran Branch Office.

3. Does compensation have a positive and significant effect on employee performance at the BPJS Ketenagakerjaan North Medan Branch and Kisaran Branch Office?

4. Does compensation have a positive and significant effect on work motivation at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office?

5. Does Work Motivation have a positive and significant effect on employee performance at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office?

6. Does Work Experience have a positive and significant effect on employee performance through work motivation at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office.

7. Does compensation have a positive and significant effect on employee performance through work motivation at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office.

Research purposes

1. To find out and analyze the influence of work experience on employee performance at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office.

2. To find out and analyze the influenceExperience on employee work motivation at BPJS Employment North Medan Branch and Kisaran Branch Office

3. To find out and analyze the influenceCompensation has a positive and significant effect on employee performance at the BPJS Ketenagakerjaan North Medan Branch and Kisaran Branch Office.

4. To find out and analyze the influenceCompensation for work motivation at BPJS Employment, North Medan Branch and Kisaran Branch Office.

5. To determine and analyze the influence of Work Motivation on employee performance at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office.

6. To find out and analyze the influenceWork Experience on Employee Performance through Work Motivation at BPJS Employment, North Medan Branch and Kisaran Branch Office.

7. To find out and analyze the influenceCompensation for employee performance through work motivation at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office.

LITERATURE REVIEW
Employee Performance

According to Mangkunegara (2016), performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Ansory and Indrasari (2018), performance in a company is the answer to the success or failure of the company's predetermined goals.

Employee Performance Indicators

According to Mangkunegara (2016) it is as follows:

 a. Quality of work, how well employees do what they are supposed to do.
b. Quantity of work, how long employees work in one day.
c. Execution of tasks, how far employees are able to carry out their work accurately and without errors.
d. Responsibility for work, awareness of the obligation to carry out work accurately and without error.

Work experience

According to Hasibuan (2016), experienced people are prospective employees who are ready to use. In the process of recruiting and selecting employees, the company must see the experience possessed by the applicant.

According to Marwansyah (2014), work experience is the knowledge, skills and abilities that employees have to carry out the responsibilities of their previous jobs.

Work experience indicators

According to Marwansyah, (2014) is:

a. Knowledge is everything that is known based on human experience itself and knowledge will increase according to the process of experience that one experiences.
b. Skills, namely basic abilities inherent in humans, which are then trained, honed, and developed continuously and sustainably in order to make a person's abilities potential, so that the person becomes an expert and professional in a certain field.
c. Ability, namely the capacity of an individual to perform various tasks in a job.
d. Responsibility, namely human awareness of their behavior or actions, whether intentional or unintentional.

Compensation

According to Dessler (2017) compensation is something in the form of payment to be given to employees and things related to employees. According to Sinambela (2016) compensation is the overall arrangement of providing remuneration for employers and employees, both directly in the form of money (financial) and indirectly in the form of money (non-financial).

Compensation Indicators

According to Sinambela (2016) as follows:

a. Wages and Salaries

In this case, wages and salaries are two different things. Wages are a payment that is often used for workers who work in the production sector or for daily workers who are not permanent workers. The provision of wages can usually be daily, weekly, or monthly depending on the agreement between the worker and the employer. While salary is a

payment given to workers or employees on a regular or routine basis according to the agreement.

b. Incentive

Incentives are additional compensation given to employees outside of wages or salaries. Incentives are given by the company or superior because the employee has succeeded in achieving the target desired by the company or superior.

c. Allowance

Allowances are payments or services given to employees as a supplement to basic salary, for example, providing medical treatment, vacations, and other things related to employees.

d. Facility

Facilities are a form of compensation given by a company or superior to employees or subordinates in the form of facilities to make it easier and motivate employees to work, such as vehicles, internet access (wifi), accommodation, and so on.

Work motivation

According to Afandi (2021), motivation is a desire that arises in a person or individual because that person is inspired, encouraged, and driven to carry out activities sincerely, with a feeling of joy, and earnestly so that the results of the activities carried out get good and quality results. According to Mangkunegara (2016), motivation is a condition that moves employees who are directed to achieve organizational or company goals.

Work Motivation Indicators

According to Hasibuan (2016) the work motivation indicators are as follows:

a. Physical Needs, namely where humans need motivation within themselves to be able to achieve what they want. These physical needs can be in the form of decent employee salary payments, bonuses or overtime pay, and allowances in the form of food and transportation money.

b. The need for a sense of security and safety, namely in this case an organization needs and must provide safe and comfortable work facilities for its employees, these facilities can be in the form of work safety guarantees, pension funds, and other work safety equipment.

c. Social Needs, namely a need that a person fulfills through interaction with other people, this interaction takes the form of establishing friendships, being accepted by a person or individual in a group, and having the desire to be loved and to love.

d. The Need for Recognition according to their abilities, which is something related to the recognition from others for the work achievements that have been achieved. The employee's desire to be respected and appreciated by other employees or by their superiors for the achievements or work achievements that they have achieved can make employees encouraged or motivated in working.
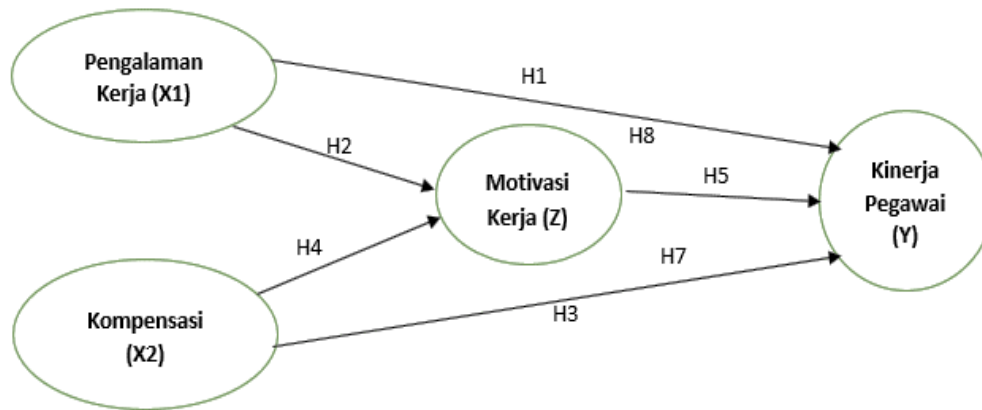
Conceptual Framework

Figure 1 Conceptual Framework
Source: Processed by Researchers

Hypothesis

The research hypothesis is as follows:

H1 : Work experience has a positive and significant effect on employee performance at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office.

H2 : Experience has a positive and significant influence on employee work motivation at the North Medan Branch of BPJS Ketenagakerjaan and the Kisaran Branch Office.

H3 : Compensation has a positive and significant effect on employee performance at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office.

H4 : Compensation has a positive and significant effect on work motivation at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office.

H5 : Work motivation has a positive and significant effect on employee performance at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office.

H6 : Work experience has a positive and significant effect on employee performance through work motivation at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office.

H7 : Compensation has a positive and significant effect on employee performance through work motivation at BPJS Ketenagakerjaan, North Medan Branch and Kisaran Branch Office.

METHOD

Types of research

According to Sugiyono (2017), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a particular population or sample, sampling techniques are generally carried out randomly, data collection uses research

instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

Research Location and Research Time

The location of the research was conducted at the BPJS Employment Branch of North Medan, Jalan Marelan Raya No. 108 and the Kisaran Branch Office, Jl. Sisingamaraja No. 460, Kisaran, Sendang Sari, Asahan, Asahan Regency, North Sumatra 21211. This research began in July to September 2024.

Population and Sample

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at BPJS Ketenagakerjaan, North Medan Branch Office, totaling 38 employees and permanent employees at BPJS Ketenagakerjaan, Kisaran Branch Office, totaling 42 employees, with a total of 80 employees (saturated sample).

Research Data Sources

The data sources used in this study are primary data.

Operational Definition of Research Variables

Table 2. Operational Definition of Variables

Variable Types	Definition	Indicator
Employee performance (Y)	According to Mangkunegara, (2016), performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.	Employee performance indicators according to Mangkunegara, (2016) are: 1. Quality of work 2. Quantity of work 3. Execution of tasks 4. Responsibility for work.
Work Experience (X1)	According to Marwansyah, (2014) work experience is the knowledge, skills and abilities that employees have to carry out the	According to Marwansyah (2014) work experience indicators are: • Knowledge • Skills • Ability • Responsibility

	responsibilities of their previous jobs.	
Compensation (X2)	According to Sinambela, (2016), compensation is the overall arrangement of providing compensation for employers and employees, both directly in the form of money (financial) and indirectly in the form of money (non-financial).	According to Sinambela (2016) the compensation indicators are as follows: ▪ Wages and Salaries ▪ Incentive ▪ Allowance • Facility
Work motivation (Z)	According to Hasibuan (2016), work motivation is the provision of driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively, and integrate with their efforts to achieve satisfaction.	According to Hasibuan (2016), work motivation indicators are as follows: ▪ Physical Needs ▪ Need for Safety and Security ▪ Social Needs ▪ Need for Appreciation

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to Gozali (2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.
1. Validity Test
   a. Convergent Validity
   b. Discriminant Validity

2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2014). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

At this stage, it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2014). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

RESULTS AND DISCUSSION
Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity and reliability.

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1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this study is shown in the following figure:
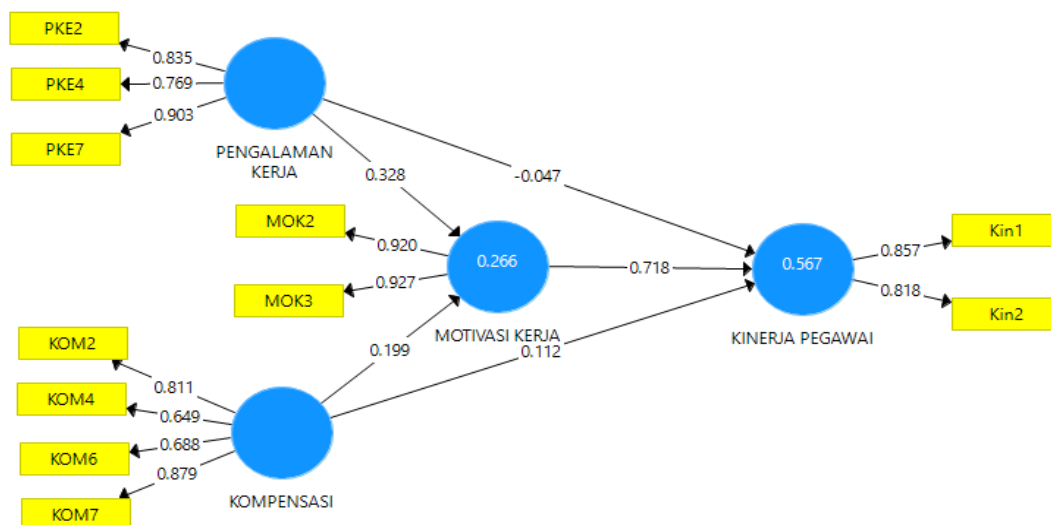

Figure 2. Outer Model
Source: Smart PLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X1 + b2X2 + e1$$
$$Z = 0.328X1 + 0.199X2 + e1$$

For substructure 2

$$Y = b3X1 + b4X2 + b5Z + e2$$
$$Y = 0.047X1 + 0.112 X2 + 0.718Z + e2$$

Table 2. Outer Loadings

	Employee Performance	Compensation	Work Motivation	Work Experience
KOM2		**0.811**		
KOM4		**0.749**		
KOM6		**0.788**		
KOM7		**0.879**		
Kin1	**0.857**			

Kin2	**0.818**			
MOK2			**0.920**	
MOK3			**0.927**	
PKE2				**0.835**
PKE4				**0.769**
PKE7				**0.903**

Source: Smart PLS 3.3.3

In table 2 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

Table 3. *Discriminant Validity*

	Employee Performance	Compensation	Work Motivation	Work Experience
EMPLOYEE PERFORMANCE	0.838			
COMPENSATION	0.727	0.762		
WORK MOTIVATION	0.750	0.798	0.923	
WORK EXPERIENCE	0.421	0.910	0.509	0.838

Source: Smart PLS 3.3.3

The results of table 3 above show a value that is greater than the other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EMPLOYEE PERFORMANCE	0.778	0.782	0.825	0.703
COMPENSATION	0.764	0.848	0.845	0.581
WORK MOTIVATION	0.827	0.829	0.920	0.853
WORK EXPERIENCE	0.815	1,021	0.875	0.701

Source: Smart PLS 3.3.3

In table 4 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

1. Coefficient of Determination (R2)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table 5. R Square Results

	R Square	R Square Adjusted
EMPLOYEE PERFORMANCE	0.767	0.750
WORK MOTIVATION	0.766	0.747

Source: Smart PLS 3.3.3

There is an R square value for the employee performance variable with an R square value of 0.750 and if expressed as a percentage of 75.0%, this means that the influence of pwork experience, compensation for employee performance with work motivationby 75.0%

and the remaining 25.0% is in other variables. The R square value of the work motivation variable is 0.747 and if in percentage it is 74.7%, it means that the influence of pwork experience, compensation for employee performance with work motivationby 74.7% and the remaining 25.3% on other variables.

2. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values <0.05. The following are the consequences of the direct impact Path Coefficient:

Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
COMPENSATION -> EMPLOYEE PERFORMANCE	0.112	0.685	0.186	7,702	**0.000**
COMPENSATION -> WORK MOTIVATION	0.199	0.223	0.200	0.995	**0.320**
WORK MOTIVATION -> EMPLOYEE PERFORMANCE	0.718	0.726	0.086	8,387	**0.000**
WORK EXPERIENCE -> EMPLOYEE PERFORMANCE	-0.047	-0.023	0.207	0.226	**0.821**
WORK EXPERIENCE -> WORK MOTIVATION	0.328	0.720	0.210	7,562	**0.000**

Source: Smart PLS 3.3.3

The direct research results are as follows:
1. Compensation has a positive and significant effect on employee performance with an original sample value of 0.685 and P values of 0.910. This means that compensation has a positive effect on the company and compensation significantly affects company performance.
2. Compensation has a positive and insignificant effect on work motivation with an original sample value of 0.223 and p values of 0.320. This means that compensation is unable to increase work motivation towards the company.

3. Work motivation has a positive and significant effect on employee performance with an original sample value of 0.726 and p values of 0.000. This means that if work motivation increases, employee performance will increase, but if work motivation decreases, employee performance will also decrease.
4. Work experience has a negative and insignificant effect on employee performance with an original sample value of -0.023 and p values of 0.821. This means that work experience is unable to improve employee performance towards the company.
5. Work experience has a positive and significant effect on work motivation with an original sample value of 0.720 and p values of 0.000. This means that if work experience increases, work motivation will also increase and if work experience decreases, work motivation will also decrease.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
COMPENSATION -> WORK MOTIVATION -> EMPLOYEE PERFORMANCE	0.143	0.760	0.147	0.972	**0.004**
WORK EXPERIENCE -> WORK MOTIVATION -> EMPLOYEE PERFORMANCE	0.236	0.735	0.162	1,451	**0.001**

Source: Smart PLS 3.3.3

The results of indirect influence are as follows:
1. Compensation has a positive and significant effect on employee performance through work motivation indirectly with the original sample results of 0.760 and p values of 0.004. This means that Compensation is an intervening variable because it is able to influence Compensation on employee performance indirectly.
2. Work experience has a positive and significant effect on employee performance through work motivation indirectly with an original sample value of 0.735 and p values of 0.001. This means that work experience is an intervening variable because it can influence work experience on employee performance indirectly.

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Conclusion

1. Compensation has a positive and significant effect on employee performance at BPJS Employment Branch Offices throughout Medan Raya
2. Compensation has a positive and insignificant effect on work motivation at BPJS Employment Branch Offices throughout Medan Raya
3. Work motivation has a positive and significant effect on employee performance at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
4. Work experience has a negative and insignificant effect on employee performance at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
5. Work experience has a positive and significant effect on work motivation at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
6. Compensation has a positive and significant effect on employee performance through indirect work motivation at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.
7. Work experience has a positive and significant effect on employee performance through indirect work motivation at BPJS Ketenagakerjaan Branch Offices throughout Medan Raya.

Suggestion

1. The company must increase compensation for its employees which is done every month so that it is embedded to improve the company's performance in the souls of employees to the maximum and in accordance with Company regulations.
2. Companies must ensure that employees have work motivation in working. With strong work motivation, the company's performance will increase.
3. Companies must make employees create a more optimal work experience, with increased work experience will provide more value to the company.

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