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"Digital Transformation and Sustainable Business: Challenges and Opportunities for Higher Education Research and Development"

Work Experience, Facilities, and Skills Influence on Employee Performance

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Abstract

This study examines the influence of work experience, work facilities, and skills on employee performance at BPJS Ketenagakerjaan Medan City Branch. Using quantitative methodology with 100 respondents and multiple linear regression analysis, findings demonstrate significant positive effects: work experience ($t = 6.149, p < 0.05$), work facilities ($t = 2.280, p = 0.025$), and skills ($t = 3.215, p = 0.002$) all significantly impact employee performance. The F-test confirms collective significance ($F = 100.280, p < 0.001$), with adjusted $R^2 = 0.751$ explaining 75.1% of performance variance. Results emphasize comprehensive human resource development strategies combining experiential learning, infrastructure investment, and competency enhancement for optimal performance outcomes in public sector organizations.

Keywords: Work Experience, Work Facilities, Skills, Employee Performance

Introduction

Contemporary public sector organizations face mounting pressures to deliver exceptional service quality while optimizing resource utilization and maintaining operational efficiency. Employee performance emerges as a critical determinant of organizational success, particularly in government institutions serving diverse populations with complex needs (Anderson & Miller, 2021). Strategic human resource management becomes essential for enhancing workforce effectiveness, as current and future employees represent vital assets determining organizational objective achievement.

BPJS Ketenagakerjaan, Indonesia's primary employment social security institution, operates within challenging environments requiring superior performance standards to serve millions of beneficiaries effectively. The Medan City Branch, serving as a key operational center, experiences various performance challenges that necessitate systematic investigation and strategic intervention.

Preliminary organizational assessment reveals multiple performance barriers including insufficient collaborative efforts among team members, declining employee motivation levels, frequent overtime requirements indicating workload imbalances, inadequate mastery of technological equipment by certain staff members, low participation rates in professional development programs, inconsistent quality of work experience across the workforce, absence of dedicated workspaces for various departments, inadequate facility provisions including basic amenities, suboptimal task execution by some employees, limited enthusiasm and commitment levels, inefficient time management practices, insufficient creative approaches to problem-solving, inadequate training opportunities for skill enhancement, and insufficient workplace amenities affecting overall performance quality. These identified challenges highlight the need for comprehensive examination of factors influencing employee performance. Work experience, work facilities, and skills represent critical determinants requiring systematic analysis to develop effective performance enhancement strategies within Indonesian public sector contexts.

Literature Review



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Theoretical Framework

Human Capital Theory

Human capital theory provides foundational understanding of how individual capabilities, knowledge, and experience contribute to organizational productivity and performance outcomes (Thompson & Wilson, 2022). This theory explains how investments in employee development, including experience accumulation, skill enhancement, and facility provision, generate returns through improved performance and organizational effectiveness.

Organizational Support Theory

Organizational support theory elucidates the reciprocal relationship between organizational investment in employee welfare and subsequent performance improvements (Garcia & Rodriguez, 2021). This framework demonstrates how facility provision, experience development opportunities, and skill enhancement programs signal organizational commitment, generating employee engagement and performance excellence.

Employee Performance

Employee performance represents measurable outcomes generated through specific job functions and activities within defined organizational roles during particular timeframes, reflecting both qualitative and quantitative work accomplishments (Davis & Brown, 2020). Contemporary performance conceptualization encompasses efficiency, effectiveness, innovation, and adaptability dimensions that determine organizational success.

Employee Performance Indicators

Modern performance measurement incorporates comprehensive indicators including work quality assessment through accuracy and excellence standards, work quantity evaluation via output volume and productivity metrics, timeliness analysis examining deadline adherence and schedule management, efficiency measurement focusing on resource utilization optimization, and autonomy evaluation assessing independent decision-making capabilities (Johnson & Lee, 2023).

Work Experience

Work experience encompasses accumulated knowledge, skills, and competencies developed through professional engagement over time, representing valuable human capital assets that enhance individual and organizational performance (Kumar & Singh, 2021). Experience provides practical understanding, problem-solving capabilities, and contextual awareness that facilitate superior task execution.

Work Experience Indicators

Experience assessment includes service duration measurement reflecting time-based learning accumulation, job and equipment proficiency evaluation demonstrating technical competence development, and personal competencies analysis examining knowledge depth and application capabilities across various professional contexts (Miller & Taylor, 2022).

Work Facilities

Work facilities represent organizational infrastructure and resource provisions designed to support employee performance through environmental optimization, technological support, and comfort enhancement (Patel & Adams, 2020). Adequate facilities create enabling environments that reduce operational barriers while facilitating efficient task execution.

Work Facilities Indicators

Facility evaluation encompasses physical space arrangement assessment examining workspace adequacy and organizational efficiency, safety and comfort measurement focusing on environmental quality and employee well-being, and equipment provision analysis evaluating technological support and supplementary facility availability for optimal performance (Roberts & Kumar, 2023).



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Skills

Skills represent individual capacities to execute specific physical, cognitive, and behavioral tasks effectively within organizational contexts (Wang & Zhang, 2021). Comprehensive skill development enables employees to adapt to changing requirements, solve complex problems, and deliver superior performance outcomes.

Skills Indicators

Skill assessment includes organizational task understanding evaluation examining role comprehension and responsibility awareness, proper execution method knowledge assessment focusing on procedural competence, challenging assignment capability analysis measuring adaptability and problem-solving capacity, innovative approach generation evaluation examining creativity and solution development, and quality enhancement focus assessment measuring continuous improvement orientation (Liu & Chen, 2022).

Hypotheses Development

The Effect of Work Experience on Employee Performance

Work experience significantly enhances employee performance through accumulated knowledge, refined skills, and improved problem-solving capabilities developed over time. Experienced employees demonstrate superior task execution, efficient decision-making, and effective challenge management compared to less experienced counterparts. Research validates positive relationships between experience duration and performance outcomes (Turner & Cooper, 2020).

H₁: Work experience has a positive effect on employee performance.

The Effect of Work Facilities on Employee Performance

Adequate work facilities create optimal environments supporting employee performance through infrastructure provision, technological support, and comfort enhancement. Quality facilities reduce operational barriers, facilitate efficient task execution, and signal organizational commitment to employee success. Studies confirm positive correlations between facility quality and performance measures (White & Green, 2021).

H₂: Work facilities have a positive effect on employee performance.

The Effect of Skills on Employee Performance

Comprehensive skills enable employees to execute tasks effectively, adapt to changing requirements, and deliver superior outcomes. Skill development enhances individual capabilities while contributing to organizational effectiveness through improved quality, innovation, and efficiency. Research demonstrates significant relationships between skill levels and performance achievements (Scott & Evans, 2022).

H₃: Skills have a positive effect on employee performance.

Simultaneous Effects

Integrated approaches addressing experience development, facility provision, and skill enhancement simultaneously create synergistic effects exceeding individual factor contributions. Comprehensive human resource strategies optimize multiple performance determinants concurrently, generating superior organizational outcomes through holistic development approaches (Harris & Nelson, 2023).

H₄: Work experience, work facilities, and skills simultaneously have a positive effect on employee performance.

Methods

Research Design

This quantitative research employs correlational design utilizing survey methodology to examine relationships between independent variables (work experience, work facilities, skills) and dependent variable (employee performance). The study uses statistical analysis to test hypotheses and determine relationship significance within the organizational context.



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Research Location and Timeline

The investigation was conducted at BPJS Ketenagakerjaan Medan City Branch, located at Jl. Kapten Patimura No. 334, 1st Floor, Medan City, North Sumatra. This location was selected due to its significance as a key operational center for employment social security services in the Medan metropolitan area. The research timeline spanned seven months from October 2024 through April 2025, allowing comprehensive data collection and analysis.

Population and Sample

The study population consists of 200,000 registered BPJS Ketenagakerjaan Medan City Branch participants. Using proportionate stratified random sampling and Slovin formula calculation, the sample size was determined as 100 respondents, ensuring adequate representation while maintaining research feasibility and statistical validity.

Data Collection Methods

Data collection employed multi-method approaches including structured observation protocols for direct examination of workplace phenomena and closed-ended questionnaires utilizing Likert-scale measurements. The questionnaire instrument was meticulously designed to capture comprehensive information regarding all research variables while maintaining respondent engagement and measurement consistency.

Variable Measurements

Dependent Variable

Employee Performance (Y) measured through five comprehensive indicators: work quality assessment, work quantity evaluation, timeliness analysis, efficiency measurement, and autonomy evaluation.

Independent Variables

Work Experience (X₁)

assessed via service duration, job proficiency, and competency depth indicators.

Work Facilities (X₂)

evaluated through physical space arrangement, safety measures, and equipment provision indicators.

Skills (X₃)

measured using task understanding, execution methods, challenge handling, innovation generation, and quality focus indicators.

Data Analysis

Statistical analysis employed SPSS software for multiple linear regression analysis, including assumption testing, hypothesis testing through t-tests and F-tests, and coefficient of determination assessment to examine relationships and model explanatory power.

Results and Discussion

Multiple Linear Regression Analysis

The multiple linear regression analysis produces the following equation:



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Table 1. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.585	2.487		1.442	0.153
Work Experience	0.693	0.113	0.537	6.149	0.000
Work Facilities	0.242	0.106	0.182	2.280	0.025
Skills	0.184	0.057	0.233	3.215	0.002

Source: SPSS processed results, 2025

$$Y = 3.585 + 0.693X_1 + 0.242X_2 + 0.184X_3$$

The equation interpretation reveals:

- Constant (3.585):** When all independent variables equal zero, employee performance maintains a base value of 3.585 units.
- Work Experience coefficient (0.693):** Each unit increase in work experience generates 0.693 units improvement in employee performance, holding other variables constant.
- Work Facilities coefficient (0.242):** Each unit enhancement in work facilities produces 0.242 units performance increase, assuming other factors remain unchanged.
- Skills coefficient (0.184):** Each unit improvement in skills creates 0.184 units performance enhancement, with other variables held constant.

Hypothesis Testing

Partial Significance Testing (t-Test)

Table 2. Individual Variable Effects

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
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Source: SPSS processed results, 2025

All independent variables demonstrate significant positive effects on employee performance ($p < 0.05$), confirming individual hypothesis acceptance.

Simultaneous Testing (F-Test)

Table 3. Simultaneous Effects Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1060.803	3	353.601	100.280	0.000
Residual	338.507	96	3.526		
Total	1399.310	99			

Source: SPSS processed results, 2025

F-calculated (100.280) > F-table (3.091) with significance < 0.001, indicating collective significant influence of



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all variables on employee performance, supporting H₄ acceptance.

Coefficient of Determination

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.871	0.758	0.751	1.878

Source: SPSS processed results, 2025

The adjusted R-squared value of 0.751 demonstrates that work experience, work facilities, and skills explain 75.1% of employee performance variance, with remaining 24.9% attributed to unexamined factors.

Discussion

Work Experience Impact on Employee Performance

Statistical analysis confirms work experience's significant positive influence on employee performance ($t = 6.149$, $p < 0.001$). This finding supports human capital theory, demonstrating how accumulated professional experience enhances individual productivity through skill refinement, knowledge acquisition, and improved problem-solving capabilities. Experienced employees navigate complex situations more effectively, contributing to superior organizational outcomes through enhanced decision-making and task execution efficiency (Thompson & Wilson, 2022).

Work Facilities Impact on Employee Performance

Work facilities demonstrate significant positive effects on employee performance ($t = 2.280$, $p = 0.025$), supporting organizational support theory applications. Adequate infrastructure creates enabling environments that reduce operational barriers while facilitating efficient task execution. Quality facilities signal organizational commitment to employee success, generating reciprocal engagement and performance improvements through enhanced comfort, safety, and technological support (Patel & Adams, 2020).

Skills Impact on Employee Performance

Skills show significant positive impact on employee performance ($t = 3.215$, $p = 0.002$), validating competency-based performance frameworks. Comprehensive skill development enables employees to execute tasks effectively, adapt to changing requirements, and deliver superior outcomes. Enhanced capabilities contribute to organizational effectiveness through improved quality standards, innovative approaches, and operational efficiency (Wang & Zhang, 2021).

Simultaneous Impact Analysis

The F-test results ($F = 100.280$, $p < 0.001$) demonstrate powerful collective influence when all variables operate simultaneously. This synergistic effect suggests integrated human resource strategies generate superior outcomes compared to isolated interventions. The substantial explanatory power (75.1%) validates comprehensive approaches addressing multiple performance determinants concurrently through holistic development strategies (Harris & Nelson, 2023).

Conclusions

This investigation establishes significant positive relationships between work experience, work facilities, skills, and employee performance at BPJS Ketenagakerjaan Medan City Branch. Work experience emerges as the strongest predictor ($\beta = 0.693$, $t = 6.149$), followed by skills ($\beta = 0.184$, $t = 3.215$) and work facilities ($\beta = 0.242$, $t = 2.280$). Collectively, these variables demonstrate substantial explanatory power (75.1%) for performance variance.

Managerial Implications



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Organizations should implement integrated strategies addressing all three factors simultaneously rather than isolated approaches. Management should prioritize experience-based recruitment and mentorship programs, invest in comprehensive facility upgrades and technological infrastructure, and develop systematic skill enhancement initiatives through targeted training and development programs.

Theoretical Contributions

The findings contribute to human resource management theory by validating comprehensive performance enhancement frameworks within Indonesian public sector contexts. The research supports human capital theory and organizational support theory applications while demonstrating their practical relevance for contemporary organizational management.

Future Research Directions

Future investigations should explore additional variables explaining the remaining 24.9% of performance variance, including leadership styles, organizational culture, and motivation factors. Longitudinal studies examining dynamic relationships over time would provide valuable insights into sustained performance improvement strategies.

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