

THE EFFECT OF WORK EXPERIENCE AND CHARACTERISTICS OF JOBS ON EMPLOYEE WORK ACHIEVEMENT IN SHIPPING COMPANY

Indah ayu Johanda PUTRI

Lecturer of Merchant Marine Polytechnic of Surabaya, Indonesia

verrywellgirl@yahoo.com

ORCID: <https://orcid.org/0000-0001-9853-8113>

ABSTRACT

The commitment itself is shaped through individual characteristics and job characteristics. High commitment will improve employee work performance, thus individual characteristics and job characteristics should logically be related to work performance. This study aims to determine the effect of work experience and job characteristics on employee's work performance in shipping companies. Methodology of this study is quantitative research and will be test the relationship between independent and dependent variables, with a sample of managers at shipping company located in Surabaya. Independent variable is work experiences and job characteristic, dependent variable is work performance. The data analysis technique used in this study is multiple linear regression analysis. Based on the result, it is obtained that the effect of work experience and job characteristic on employee's work performance which has a significance value below 0.05 is a work experience

variable. Thus, the work experience variable has an influence on work performance, while job characteristics do not have any influence on work performance. The result of this analysis indicated that work experience variable has an influence on work performance, while job characteristics did not have an influence on work performance. Based on the result, it can be concluded that Work experience has a positive effect on work performance, while Job characteristics do not affect work performance. However, work experience and job characteristics simultaneously influence work performance.

Keywords: Work Performance, Work Experience, Job Characteristics.

INTRODUCTION

Indonesia known as country of maritime, because it has water area larger than the mainland, which has an area of ± 3.1 million km². Around 70% Exports and imports process in Indonesiacarried out by sea transportation. This is related to the existence of various shipping companies in Indonesia.

On its development, shipping companies in Indonesia always face several obstacles along with factors which affect the survival problem of company, including human factors. As one of determining factors, human always be the main role forboth aspects of direct, indirect inproduction process and management practices. Furthermore, globalization which affects all aspects of modern life of human demands the company's always be ready to compete, at national and even international levels. When employees are dissatisfied with the nature of the work they do, their level of commitment can be intentionally reduced because employees are the engine room of an organization, employee dissatisfaction with the nature of the work they do can also be a threat to the overall performance of the company/organization (Ezeanyim & Ufoaroh, 2019).

Company that wants to be developed must be able to improve the efficiency and productivity of their entire resources and able to compete with other similar companies. One of example on competition is how to get a workforce (human resources) that is reliable and agile, thus it can serve and satisfy all consumers. Human resources are important indicators to achieve organizational goals effectively and efficiently and performance is the answer to all the successes or failures of the stated organizational goals. Performance can be seen from the achievement of targets from employees in an organization (Kertiriasih, Sujana, & Suardika, 2018). The importance of understanding human resources as a supporting factor for the success of the company which will have an impact on the importance of the competencies and expertise of employees. Establishing employee competencies and expertise makes it possible by building work permits (Indriasari & Setyorini, 2018). Furthermore, for shipping companies, the dissemination of knowledge on human resource management has become a common need, because shipping companies can absorb significant amount of labor. By the development of time, problems faced by organizations regarding human resource management are increasingly diverse.

Organization is a place of gathering and working together to achieve certain goals. One of the success standards of an organization depends on individual behavior. Organization should be able to achieve any goals effectively and efficiently, an organization should treat each individual as human being by provided a work that can fulfill human needs for food, place to stay (provides the need of facility). Organizational commitment which consists of trust in the values and goals of the organization must be improved so that the skills, efforts and nature of working conditions will be better. Job performance can also be influenced by variables such as maintaining good interpersonal relationships, absenteeism, withdrawal behavior and other behaviors that increase danger in the workplace. Based on this description, it

can be assumed that organizational justice can directly affect job performance (Suharto, Suyanto, & Hendri, 2019).

The organization must guarantee any protection, security check and avoid heavy pressure at work given the opportunity to interact for employees on making decisions, giving awards and opportunities to develop their potential. Organizations must therefore try to invest resources into programs to improve job satisfaction and employee performance. Where there is job satisfaction from employees, the tendency is to have low turnover, commitment and loyalty from employees (Laosebikan, Odepidan, Adetunji, & Aderinto, 2018). Because all the important point, "the level of motivation and commitment of workers and the desires of organization will be reflected on their satisfaction of work, and the obligation they really need to do." It is well known, the high commitment is one of the four things studied in terms of human resource management, in addition to maintain high quality, flexibility and strategic integration (Guest, 2011).

In line with this opinion, some organizations have been amazingly successful in modern world to have recognized that motivation and commitment of workers are the most competitive and powerful (Sadler, 1994: 95). Some studies demonstrated the level of organizational commitment of an individual stated that they do not work as hard as they can. The workers who involve themselves, to benefit the organization, worker is also will benefit from what the worker did. Within the adequate of work experiences, employees can add the ability to complete the quantity and quality of work. Errors made by employees can be suspected due to dissatisfaction in work and loss of motivation so that the work done by employees is less than the maximum that will damage employee performance (Octaviannand, Pandjaitan, & Kuswanto, 2017).

Meanwhile, opening of the opportunities to innovate and become creative thinking will encourage the workers to deny and shows their personal

potential. In line with this description, industries that have a high level of competition such as shipping industry. The workforce needed for this industry is specialist workforce, therefore it is not uncommon for middle and upper level workers to move from one company to another company. This phenomenon is allegedly related to the commitment of the workforce towards the company. Commitment itself is shaped through individual characteristics and job characteristics. The high commitment will improve the employee's work performance, thus individual characteristics and job characteristics should logically be related to the work performance. Based on this, this study tried explains the relationship between individual characteristics and job characteristics toward work performance.

LITERATURE REVIEW

(Wu, Hu, & Zheng, 2019)**Guangdong wu** research entitle **Role Stress, Job Burnout, and Job Performance in Construction Project Managers: The Moderating Role of Career Calling**, the research shows to exploring the role stress effect (role ambiguity and role conflict) on job burnout and job performance in the Chinese construction industrial of project managers. Guangdong wu is provides stress management and job burnout management of the significant theoretical and practical insights. The research using JD-R model is a mainstream conceptual framework, it is describes the influence of job characteristics on job burnout and how to enhance CPMs' job performance to achieve project success. (Inuwa, 2016) stated that dissatisfaction is one of the main factors that decreases motivation and decreases employee morale in the workplace which can result in lower productivity that causes employees to influence the overall performance of the organization. The results of the analysis illustrate that there is a positive and significant relationship between job satisfaction and staff performance. This

study will serve as a policy guide in areas relating to improving employee performance through job satisfaction and will also create impetus in the area of organizational behavior and human resource management.

Guangdong wu used 191 owner of work used of contractors, subcontractors, and supervisors in the Chinese construction industry. It obtained there are; 1) on job burnout and job performance, the role of ambiguity has a negative and significant effect. 2) There is no significant influenced on job performance, on job burnout of role conflict has a negative and significant effect. 3) on job performance of job burnout has a negative impact. 4) the relationship between the role conflict and job performance is positively moderated, the relationship between role ambiguity and job burnout career is negatively moderated. Job satisfaction is important because it acts as a source of intrinsic motivation that encourages workers to be diligent and efficient. Job satisfaction among worker is who tend to contribute to happiness, welfare, and employee retention. On the other hand, job dissatisfaction often leads to a high likelihood of risk reducing staff morale, increasing resignation or employee turnover, and decreasing productivity. Male employees are more satisfied than female friends. However, employees with children and low education tend to be satisfied with the achievements related to their work compared to colleagues who are highly educated and those who do not have children (Mundia, 2019).

In the research of **Serhii Voloshinov**(Serhii Voloshinov, Vladyslav Kruglyk, Viacheslav Osadchy, Kateryna Osadcha, 2020) entitled **Realities and prospects of distance learning at higher education institutions of Ukraine**.Theresearch of**Serhii voloshinov** is to identify the realities of distance learning in Ukraine consisting in provision students and the access to distance learning at most higher education institutions. Serhii is represented the analysis of the survey results of student answers of four classical, pedagogical, maritime and agro technological higher education institutions, it

is regarding to the practical implementation of distance learning in their institutions. Student is uncomfortable to work remotely theoretical of training materials and practical tasks, student is prefer the automated remote testing. The aspect that most preferable is reading the theoretical material and viewing the video of the lectures remotely and student is prefer to sending completed assignments over the internet. The opinion of the students, the ability to combine work and study and self determination of the study time and place is the great advantage of distance learning. Student can indicated that it is required of self motivating learners, based on the most significant disadvantage of distance learning. Placement and workload cannot increase employee work motivation, but can improve performance through work motivation. There are areas/work units that always seem to be filled with work, but there are also other areas where employees are often seen sitting relaxed rather than working (Anita, Aziz, & Yunus, 2019).

RESEARCH METHODS

The design of this study is quantitative methodology, and it will test the relationship between dependent and independent variables. Which is an independent variable in this study is work experience and job characteristics, while dependent variable is work performance. This statement can be proven by the extent of the indirect effect (employee placement on employee performance and competence on employee performance) through motivation identified as intervening variables (Ambar Kurniawan, Abdul Rivai, 2018). The population of this study were all managers of shipping companies. The path diagram explicitly provides a theoretical quality relationship between variables. The model moves from left to right with the implication of the priority of a close causal variable relationship to the left (Wulandari, 2017). With a sample of managers at shipping company located in Surabaya. The

data analysis technique that used in this study is multiple linear regression analysis a statistical analysis that depends on modeling relationship between two variables, dependent (response) and independent (predictor) (Koloğlu, Birinci, Kanalmaz, & Özyılmaz, 2017). With a mathematical model like the following formula below:

$$Y = b_0 + b_1X_1 + b_2X_2 + e$$

Information:

Y = Job Performance

b₀ = Constant

X₁ = Work Experience

X₂ = Job characteristics

b₁, b₂ = Coefficient Regression

e = error

RESEARCH RESULT

A. Demographics Of Respondents

The data in this study obtained by distributing questionnaires to the middle managers of shipping companies in Surabaya. Among 123 questionnaires sent, 98 were returned, it is consists of female and male with the age of respondent and the level of education of respondent, it is explains as follows:

Table 1. Gender

Gender	Amount	Percentage
Female	37	38%

Male	61	62%
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Source: Data processed (2019)

Table 2. Age of Respondent

Information	Amount	Percentage
≤ 25	5	5%
26 – 30	25	26%
31 – 35	25	26%
36 – 40	20	20%
≥ 41	23	23%

Source: Data processed (2019)

Table 3. Level of Education

Information	Amount	Percentage
High School	5	5%
Diploma	15	15%
Bachelor	49	50%
Magister	29	30%
Doctor	0	23%

Source: Data processed (2019)

Respondents in this study were 62% male, and 38% female. Based on age classification there are 21-30 years and 31-35 years, they have the same percentage of 26%. With the highest level of education is Undergraduate Degree, by 50%, then Post-Graduate, Diploma and High School, with a percentage of 30%, 15% and 5%.

B. Data Analysis

1. Validity and Reliability Tests

Validity test measured by looking at the significance value, while reliability measured by looking at Cronbach's Alpha values.

Table 4. Validity and Reliability Test Results

Variable	Alpha Cronbach Value	Significant Value
Work Experience	0,589	0,00
Work Charateristics	0,898	0,00
Work Performance	0,828	0,00

Source: Data processed (2019)

From the table above it can be concluded that the instrument used is valid and reliable. The alpha cronbach value of work experience is 0,589, the work characteristic is 0,898, and the work performance is 0,828. The variable X1 is obtained 1,675 VIF value, the variable X2 is obtained 1,675 VIF value, the X1 and X2 of tolerance value is the same.

2. Normality Test

Variable	VIF Value	Tolerance Value
X1 (Work Experiences)	1,675	0,619
X2 (Work Characteristics)	1,675	0,619

Data normality test was done by the Kolmogorov Smirnov test. The data in this study are normally distributed because the significance

value is greater than 0.05. The following table explains about data normality test:

Table 5. Data Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		98
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	2.29574809
Most Extreme Differences	Absolute	.079
	Positive	.079
	Negative	-.041
Kolmogorov-Smirnov Z		.786
Asymp. Sig. (2-tailed)		.567

a. Test distribution is Normal.

The data normality test has been obtained that the normal parameters has mean and Std. Deviation. Most extreme differences have obtained absolute, positive, and negative value. The Kolmogorov-Smirnov Z is ,786, and Asymp Sig. (2-tailed) is 567.

3. Classical Assumption Test

Classification assumption tests include Multicollinearity, autocorrelation and heteroscedasticity. Multicollinearity tests are carried out by looking at tolerance and VIF values.

Normal P-P Plot of Regression Standardized Residual

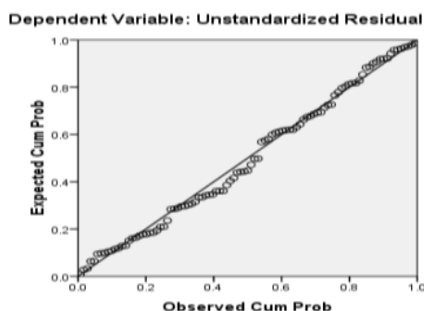


Figure1. Test Heteroscedacity. Source: Data processed (2019)

Table 6.Autocorrelation Test

Du	Durbin Watson	4-Du
1,713	1,958	2,287

Source: Data processed (2019)

Based on the table above, it is known that the data in this study are exempt from Multicollinearity, heteroscedasticity and autocorrelation. Multicollinearity does not occur if the tolerance value > 0.100 and $VIF < 10$. For heteroscedasticity test using scatter plot, if the points are random and do not form patterns, then heteroscedasticity does not occur. For autocorrelation using Durbin Watson, there is no autocorrelation if the Durbin Watson value is between du and 4-du.

4. Model Significance Test (Test F)

The F test carried out to determine the simultaneous effect of work experience and job characteristics on work performance. Based on the results of the F test, it is known that the significance value result is 0,000. Thus, it can be concluded that work experience and job characteristics simultaneously influence work performance within the magnitude of influence 26%, it means that the factors affecting work performance by 26% are influenced by work experience and job characteristics, while 74% are influenced by other outside factors of work experience and job characteristics.

5. Hypothesis Test (t Test)

After testing the normality and classic assumptions, then the linear regression test is performed. This test is conducted to determine whether there is influence and the magnitude of the influence of independent variables on the dependent variable.

Table 7.t Test

Information	Unstandardized Coefficient		t	Sig
	B	Std. Error		
Constant	9,165	0,943	9,715	0,000
X1 (Work Experience)	0,815	0,190	4,295	0,000
X2 (Work Characteristic)	0,049	0,099	0,493	0,623

Source: Data processed (2019)

Based on table 7 above, the linear of regression equation explained as:

$$Y = 9,165 + 0,815X_1 + 0,049X_2 + e$$

The equation above can be explained as follows:

1. If the value of work experience and job characteristics considered as constant, with the value of work achievement 9,165. Therefore, work performance is achieved even without work experience and job characteristics.
2. The coefficient value of experience on work performance is positive with 0.815. It means that increase in work experience by one unit will be able to influence the variable work performance by 0.815.
3. The coefficient value of job characteristics on work performance is positive and has a value of 0.049. This means that increase number in job characteristics by one unit, will influence the variable of work performance by 0.049.

Hypothesis testing done by observing the value of significance t. Based on table 8, which has a significance value below 0.05 is a work experience variable. Thus, the work experience variable has an influence

on work performance, while job characteristics do not have any influence on work performance.

Based on the obtained F test results, it can be known that work experience and job characteristics simultaneously influence on work performance. This can be proved by the significance value in F test that smaller than 0.05. From the results of hypothesis testing (t test), it is known that the significant effect on work performance is work experience, because the significance value of work experience less than 0.05. The coefficient value of work experience of 0.815 means that each increase in work experience is one unit, so the work performance variable will increase by 0.815. The results of this study are in line with the opinion of Siagian (Siagian, 2015): "Work experience shows how long it takes for employees to work well". (Swasto, 1996) In addition, work experience includes of the many types of jobs or positions that have been occupied by someone and their duration of work in each of these jobs or positions. Thus, years of service is one of the individual factors related to individual behavior and perception. For example, the reason someone who has worked fifteen years or more in looking at a situation is completely different from a worker who has worked for a year. Work experience that has been obtained by an employee will be able to improve his ability to carry out work. Workers who have high ability make it possible to get higher rewards, both intrinsic and extrinsic, so that it will strengthen and increase its commitment to the organization, as stated by Steers (Raka, 2015) to increase employee commitment can be done by offering rewards that apply throughout the organization to the its members such as relatively high salary levels, good additional facilities, opportunities for personal growth and progress.

Job characteristics do not have any influence on work performance because the results of the t test has significance value of 0.623, which means it is bigger than 0.005. The results of this study support the research

of Bashaw (Edward Bashaw & Stephen Grant, 2014) and Job characteristics are related to skills variations, job identity, task significance, autonomy and feedback. The series of dimensions of the work if linked to psychological conditions will be able to provides the work motivation and high job satisfaction, so that work performance can be achieved. However, in this study the characteristics of work do not have an influence on the work performance. This means that the managers in shipping companies is lack of motivation and high job satisfaction. Therefore, for them work is considered as something that is less meaningful or important, lacks a sense of responsibility for the results of the work personally and has not been able to ascertain in an orderly and reliable manner how the business results, what results have been achieved, and whether the results were satisfactory or not (Edgar inside Delany, 2017).

CONCLUSIONS AND SUGGESTIONS

Based on the results of hypothesis test, it can be **concluded** as below:

1. Work experience has a positive effect on work performance.
2. Job characteristics do not affect work performance.
3. By combine two variables of work experience and job characteristics, it simultaneously influences the work performance.

Work performance is achieved even without work experience and job characteristics. Work experience is increase, it will be able to influence the variable work performance. Job characteristics is increase, it will influence the variable of work performance. Based on the result, it is obtained that the effect of work experience and job characteristic on employee's work performance which has a significance value below 0.05 is a work experience variable. Thus, the work experience variable has an influence on work performance, while job characteristics do not have any influence on work performance. It can be known that work experience and job characteristics simultaneously influence

on work performance. This can be proved by the significance value in F test that smaller than 0.05 And from the results of hypothesis testing (t test), it is known that the significant effect on work performance is work experience, because the significance value of work experience less than 0.05

The **suggestions** in this study are as follows:

1. The company needs to pay attention on work experience factors as an effort to improve work performance. Because work experience is a factor that influences work performance improvement.
2. The director of the shipping company should make a strategy that can increase employee motivation and employee satisfaction at work. Because, the employee's motivation and job satisfaction can help to improve work performance.

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