

# Effect of Work Experience on Employee Performance With Individual Characteristics as Intervening Variables at The DPRD Secretariat Office of Konawe Regency

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**Abstract**— This study aims to determine and analyze the effect of (1) work experience on individual characteristics of employees; (2) work experience on employee performance; (3) Individual characteristics on employee performance. (4) Work experience mediated by individual characteristics on employee performance. This research was conducted at the Secretariat Office of the DPRD Konawe Regency. This study took a total sampling that is taking the entire population as a sample, which is as many as 53 people. This research uses Path Analysis or Path Analysis using SmartPLS 3.0 software.

The results show that work experience has a positive and significant effect on the performance of the Konawe Regency DPRD Secretariat office employees, either directly or through the mediation of individual characteristics. Likewise, individual characteristics have a positive and significant effect on employee performance, so that individual characteristics can be used as intervening variables.

**Index Terms**— Work Experience, Individual Characteristics, and Employee Performance.

## 1 INTRODUCTION

Human resources (human resources) are residents who are ready, willing, and able to contribute to the achievement of organizational goals. Employees are human resources or residents who work in an institution, both government and private/business (Abdullah, 2014: 2). Without human resources, other resources are less useful in achieving organizational goals. Human resources (HR), on the one hand, function as organizational resources in addition to other organizational resources (money, machines, raw materials, and methods) with the ability that is in advance to play a role. carry out the function of moving other organizational resources (money, machines, raw materials, and methods) (Abdullah, 2014: 2).

The term performance comes from the word "job performance" or "actual performance" (work achievement or actual achievement achieved by someone). Performance is the result of work both in quality and quantity achieved by employees in carrying out their duties by the responsibilities given to them (Indrasari, 2017: 50).

The Secretariat of the Konawe Regency DPRD is one of the government agencies whose employees carry out a series of administrative and technical activities that support the implementation of the duties and functions of the DPRD and coordinate the experts needed by the DPRD by the regional financial capacity. The DPRD Secretariat was formed as an element of administrative services and providing support for

the duties and functions of the DPRD which are technically operational under and responsible to the DPRD leadership and administratively responsible to the Regent through the Regional Secretariat.

Research conducted by Octavianus and Adolfin (2018: 1758), explains that work experience and job training on performance simultaneously have a significant effect on employee performance. The same result is explained by Santoso (2015: 1), that the effect of work experience has a positive and significant effect on employee performance.

The same result is shown by Iskandar in his publication regarding the influence of individual characteristics, workload, and work environment on employee performance at the Regional Inspectorate Office of Central Sulawesi Province. The test results show that individual characteristics have a positive and significant effect on the performance of officials at the Central Sulawesi Inspectorate Office sig-t 0.000 <math>\alpha</math> 0.05 (Iskandar, 2017: 77).

Different results are shown in research on the effect of individual characteristics, job characteristics, and organizational characteristics on employee performance. The results obtained from the multiple linear regression test are that there is no partial significant effect of individual characteristics on employee performance (Hajati, A, and Wahyuni, 2018: 7). Due to differences in performance and the factors described previous-

ly, this is where it is important to carry out regular and continuous assessments to see the extent to which organizational targets and goals are implemented or achieved.

## 2. LITERATURE REVIEW

### 2.1. Work experience

Robbins (2003) (Rahmiati, 2018:20) reveals that work experience can be obtained through experience, practice or it can be direct, such as reading. In addition, past performance on similar jobs can be the best indicator of future performance. With the experience of investment, credit, and other similar decisions. The information must be understandable by those who understand business and economic activity, as well as by those who have a desire to study the information diligently.

Fooster (2001) in (Rahmiati, 2018:20) argues that work experience is a measure of the length of time or period of work that a person has taken in understanding the tasks of a job and has carried it out well. As Syukur (2001) in (Rahmiati, 2018:20) states that work experience is the length of time a person carries out the frequency and type of task according to his abilities.

According to Sutrisno (2009: 158), work experience is a basis/reference for an employee to be able to place himself in the right conditions, dare to take risks, be able to face challenges with full responsibility, and be able to communicate well with various parties to maintain productivity, performance, and performance. produce individuals who are competent in their fields. According to Mangkuprawira (2009:223), stating a person's experience at work is an accumulation of success and failure as well as a combination of strengths and weaknesses in carrying out their work.

### 2.2. Individual Characteristics

Sirat (2002) in (Holis, 2016; 34) explains that individual characteristics are traits/traits that are capable of improving the quality of life. Individual characteristics are characteristics that indicate a person's differences in motivation, initiative, ability to stay strong in facing tasks to completion or solving problems, or whether to adapt to the environment that will affect individual performance. A person is greatly influenced by individual characteristics both as a manager or as a subordinate whose contribution to decision making and acting is closely related to organizational performance.

According to Ratih Hurriyati, 2005 that individual characteristics are a psychological process that affects individuals in obtaining, consuming, and receiving goods and services as well as experiences. Individual characteristics are internal (interpersonal) factors that drive and influence individual behavior. According to Tohah (2007) related to individual characteristics, that individuals bring into the organizational order, abilities, personal beliefs, expectations of needs, and past experiences. These are all characteristics possessed by individuals and these characteristics will enter a new environment, namely the organization. According to Agung (2008) that individual variables include biographical characteristics (age, gender, marital status, and tenure), learning processes, personality, perceptions, attitudes, and job satisfaction (Holis, 2016: 34).

According to Arief Subyantoro (2009) in (Astuti, 2019: 11), that everyone has views, goals, needs, and abilities that are dif-

ferent from one another. This difference will be carried over in the world of work, which causes satisfaction from one person to another, even though they work in the same place.

### 2.3. Performance Concept

According to Seymour in Priyono (2010:185), performance is an action or implementation that can be measured. While Stoner (1986) in Priyono (2010:185), defines performance as the quantity and quality of work produced by individuals, groups, or organizations.

The above definition shows behavioral outcomes that are assessed with quality criteria or standards. When we talk about performance, we usually think about the dimensions of good and bad. That is, if someone provides work that is by the standards or criteria that have been standardized by the organization, then the performance of that person is classified as good, if not, it means poor performance.

Soeprihanto (2000:7) in Priyono (2010: 186) gives an opinion that work performance is the result of a person's work during a certain period compared to various possibilities. For example, standards, targets/targets, or criteria that have been determined in advance and have been mutually agreed upon. So it can be concluded that work performance is the level of success achieved by the workforce both quantitatively and qualitatively by the criteria and measures set for the job itself.

Performance is the result of a process that refers to and is measured over a certain period of time-based on pre-determined terms or agreements. While the understanding of performance management according to Michael Armstrong 92006: 1) in (Edison, Anwar, and Komariyah, 2017: 188).

## 3 CONCEPTUAL FRAMEWORK AND HYPOTHESES

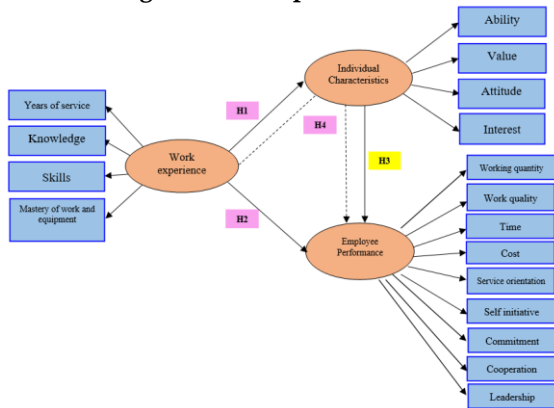
### 3.1 Conceptual Framework

The conceptual framework is a description of the phenomena, research, and theories that are the focus of this research. Referring to the existing phenomenon that the performance of the employees of the Regional Secretariat of Southeast Sulawesi Province has not been as expected by the leadership. Performance is the result of a process that refers to and is measured over a certain period of time-based on pre-determined terms or agreements. Edison, et al (2017).

Based on Government Regulation of the Republic of Indonesia Number 30 of 2019, ASN work performance assessment is carried out based on the principles: (1) objective; (2) measurable; (3) accountable; (4) participatory; and (5) transparent. ASN work performance assessment consists of the following elements: (1) SKP; and (2) Work Behavior.

Based on the empirical studies and theories described previously, the conceptual framework of this research can be seen in the following figure:

Figure 1. Conceptual Framework



### 3.2 Research Hypotheses

Based on the description of the literature review, the results of previous research, and the conceptual framework of the study, the proposed hypothesis is as follows:

1. H1: Work experience has a positive and significant effect on individual characteristics.
2. H2: Work experience has a positive and significant effect on employee performance.
3. H3: Individual characteristics have a positive and significant effect on employee performance.
4. H4: Work experience with the mediation of individual characteristics has a positive and significant effect on employee performance.

## 4. RESEARCH METHOD

### Research Design

This research is explanatory. Explanatory research is intended to explain the causal relationship between variables through hypothesis testing or aims to obtain appropriate testing in drawing causal conclusions between variables and then choosing alternative actions (Cooper & Schindler, 2003). The underlying reason for using explanatory research is because the purpose of this study is to explain and examine the effect of work experience and employee performance through individual characteristics. Thus, this research design is intended to explain the causal relationship between variables through hypothesis testing, thus the approach of this research is verification and explanation (explanatory research).

### Research Population and Respondents

The population in this study were all employees of the Secretariat of the DPRD Konawe Regency, amounting to 53 people. Given the small number of populations, the researchers took the Total Sampling technique, which was to take the entire population as a sample, which was 53 people.

### Data Collection Technique

The data collected in this study was obtained by the questionnaire method. This method is also known as the questionnaire method. The questionnaire method is in the form of a series or collection of questions that are systematically arranged in a list of questions, then sent to the respondent to be filled out. After filling out, the questionnaire is sent back or returned to the officer or researcher (Bungin, 2015).

### Data Analysis Technique

Data analysis used in this study is the Partial Least Square (PLS) method using SmartPLS 3.0 software. Because the number of samples in this study was small, it used the PLS analysis test of the SEM model where the terms of use were samples >30 used (Richie, 2019).

Partial least square (PLS) is a more appropriate approach for prediction purposes. PLS was first developed by Herman Wold, he was an employee of Karl Joreskog (who developed AMOS). This model was developed as an alternative for situations where the theory is weak or the available indicators do not meet the reflexive measurement model.

The empirical model testing of this research is based on Partial Least Square (PLS) variance with SmartPLS software. The goodness of fit test is carried out both at the variable measurement stage (outer model) by looking at the estimated loading value because in this study all latent variables were measured with reflective indicators the evaluation of the measurement model can be done through convergent validity if the estimated loading value is 0.50 and the critical point value (critical ratio/CR) is significant at the 95% confidence level or = 0.05. Discriminant validity by looking at the AVE (Average Variance Extracted) value, it is recommended that the AVE value is greater than 0.50 and the composite reliability value is greater than or equal to 0.70 (Hair et al., 2010 and Ghozali, 2015).

## 5. RESEARCH RESULTS AND DISCUSSION

### 5.1 Research Results

#### Partial Least Square (PLS) Model Schematic

The Partial Least Square (PLS) scheme is used in data analysis because this scheme is a powerful method of analysis because it lacks dependence on the measurement scale (eg, measurements requiring interval or ratio scales), sample size, and distribution of residuals (Wold, 2013). Model evaluation in PLS includes two stages, namely evaluation of the measurement model and evaluation of the structural model.

#### Convergent Validity Test

Convergent validity tests can be assessed on loading factors. The SmartPLS output for the loading factor is shown in Table 1.

Table 1. Outer Loading Value of each Variable

No.	Indicators	Work experience	Individual Characteristics	Employee Performance
1	X1.1	0,809		
2	X1.2	0,884		
3	X1.3	0,821		
4	X1.4	0,793		
5	Y1.1		0,625	
6	Y1.2		0,809	
7	Y1.3		0,699	
8	Y1.4		0,826	
9	Y2.1			0,520
10	Y2.2			0,651
11	Y2.3			0,678

12	Y2.4			0,799
13	Y2.5			0,833
14	Y2.6			0,689
15	Y2.7			0,675
16	Y2.8			0,597
17	Y2.9			0,637

Source: SmartPLS 3.0 Output

An indicator is declared valid if it has a loading factor above 0.5 for the intended construct/variable. As the table above shows, all indicators have values above 0.5.

**Discrimination Validity Test**

The discriminatory validity test was assessed on the cross-loading value. The SmartPLS output for cross-loading is shown in Table 2.

**Table 2. Cross Loading Value of each Indicator**

No.	Indicators	Work experience	Individual Characteristics	Employee Performance
1	X1.1	0,809	0,362	0,592
2	X1.2	0,884	0,519	0,583
3	X1.3	0,821	0,565	0,641
4	X1.4	0,793	0,536	0,602
5	Y1.1	0,491	0,625	0,624
6	Y1.2	0,508	0,809	0,470
7	Y1.3	0,328	0,699	0,347
8	Y1.4	0,418	0,826	0,505
9	Y2.1	0,415	0,704	0,520
10	Y2.2	0,471	0,393	0,651
11	Y2.3	0,579	0,416	0,678
12	Y2.4	0,588	0,705	0,799
13	Y2.5	0,576	0,494	0,833
14	Y2.6	0,293	0,389	0,689
15	Y2.7	0,473	0,254	0,675
16	Y2.8	0,469	0,286	0,597
17	Y2.9	0,527	0,321	0,637

Source: SmartPLS 3.0 Output

Based on the data presented in table 2 above, it can be seen that each indicator in the research variable has the largest cross-loading value on the variables it forms compared to the cross-loading value on other variables (see yellow shading).

**Composite Reliability Test**

The outer model can be measured in addition to assessing convergent validity and discriminant validity, it can also be done by looking at the reliability of the construct or latent variable as measured by looking at the composite reliability value of the indicator block measuring the construct. Composite Reliability is the part that is used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.6. The following is the composite reliability value of each variable used in

this study:

**Table 3. Composite Reliability Value of each Variable**

No.	Variables	Composite Reliability
1	Work experience	0.897
2	Individual Characteristics	0.831
3	Employee Performance	0.885

Source: SmartPLS 3.0 Output

Based on the data presented in table 3 above, it can be seen that the composite reliability value of all research variables is > 0.6. These results indicate that each variable has met composite reliability so that it can be concluded that all variables have a high level of reliability.

**Cronbach Alpha Test**

Reliability test with composite reliability can be strengthened by using the Cronbach alpha value. Andreas B. Eisingerich and Gaia Rubera (2010) stated that a variable can be declared reliable or fulfills Cronbach alpha if it has a Cronbach alpha value > 0.7. The following is the Cronbach alpha value of each variable.

**Table 4. Cronbach Alpha Value for Each Variable**

No.	Variables	Cronbach's Alpha
1	Work experience	0,846
2	Individual Characteristics	0,731
3	Employee Performance	0,853

Source: SmartPLS 3.0 Output

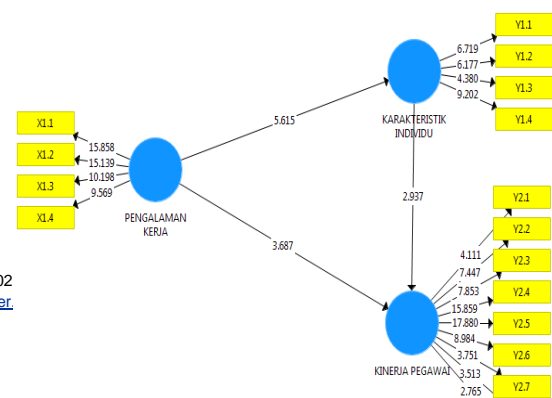
Based on the data presented above in table 4, it can be seen that the Cronbach alpha value of each research variable is > 0.7. Thus these results can indicate that each research variable has met the requirements of the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

**Hypothesis testing**

In PLS, each relationship is tested by using a simulation using the bootstrapping method on the sample. Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was conducted by looking at the value of T-Statistics and the value of P-Values. The research hypothesis can be declared accepted if the T-Statistics value is > 1.96 and the P-Values value is < 0.05.

The following figure is the result of hypothesis testing obtained in this study through the inner model.

**Figure 2. Schematic of the Inner Model**





They are briefly presented in the following table:

**Table 5. Research Hypothesis Test Results**

Hypothesis	Original Sample (O)	Sample Mean (M)	T Statistics ( O/STDEV )	P-Values	Decision
H1	0,607	0,602	5,615	0,000	Accepted
H2	0,504	0,491	3,687	0,000	Accepted
H3	0,377	0,406	2,937	0,003	Accepted
H4	0,229	0,242	2,743	0,006	Accepted

Source: SmartPLS 3.0 Output

Based on the data presented in table 5 above, it can be seen that of the 4 hypotheses proposed in this study, all of them were accepted as seen from each of the effects shown to have a T statistic value > 1.96 and a P-Values value < 0.05. So it can be stated that all independent variables in this study have a positive and significant influence on the dependent variable.

## 5.2 Discussion

### The Effect of Work Experience on Individual Characteristics

The results of this study indicate that there is a positive and significant influence between work experience on individual characteristics of respondents. This means that the higher the work experience, the better the individual characteristics of employees at the Konawe Regency DPRD Secretariat office. This condition illustrates that work experience has a significant influence on the formation of individual characteristics that strongly support employees in carrying out their respective duties and responsibilities.

In theory, the individual characteristics of each employee will be different, depending on work experience. A person's work experience shows the types of work that a person has done and provides a great opportunity for someone to do a better job. The more extensive a person's work experience, the more skilled they are at doing a better job. The wider a person's work experience, the more skilled they are at doing the work and the more perfect the pattern of thinking and attitude in acting to achieve the goals that have been set (Puspansih, 2004: 67).

As we know that knowledge and skills will contribute to ability. This can be seen in the ability indicators in the individual Characteristics variable. Where respondents' answers illustrate that all employees can do their jobs well, all employees have competencies based on their main tasks and employees have adequate capacity to work together to complete tasks.

### The Effect of Work Experience on Employee Performance

Based on the hypothesis testing that works experience has a positive and significant effect on the performance of the Konawe Regency DPRD Secretariat office employees. This means that the higher the employee's work experience, the

higher the employee's performance.

The results of this study are in line with research conducted by Ahmad (2020). In his research explains that there is an effect of work experience on employee performance at PT. Yi Shen Industrial. Judging from the results of SPSS data processing which obtained t count > t table (3.622 > 1.993), Ho is rejected, Ha is accepted, with a significant level of 0.000 < 0.05. This means that work experience influences on employee performance at PT. Yi Shen Industrial. The t-count value is positive, meaning that it has a positive effect, namely the increasing work experience, the higher the employee performance. So the research concludes that the work experience variable partially has a positive and significant effect on the performance of employees of PT. Yi Shen Industrial.

Lengkong, Lengkong, and Taroreh (2019) show the same result that experience has a significant effect on employee performance, which means that every increase or decrease in employee performance is influenced by work experience. Employees who have high experience have good performance in a company. This is because employees who have high experience are already familiar with the work they are doing.

### The Influence of Individual Characteristics on Employee Performance

Based on hypothesis testing that the individual characteristics have a positive and significant effect on employee performance at the Konawe Regency DPRD Secretariat office. This means that the better the individual characteristics of the employee, the higher the performance of the employee himself. Sirat (2002) in (Holis, 2016; 34) explains that individual characteristics are characteristics that indicate a person's differences in motivation, initiative, ability to remain strong in facing tasks to completion or solving problems, or whether to adapt to the environment that will affect individual performance. Of course, this theory is in line with the research results obtained.

The results of this study are in line with research conducted by Febriyanti, Ginting, Andriyansah, and Rosmayanti (2020). In his research, he explained that there was an influence of individual characteristics on the performance of waste collectors at the Environmental Service of Rejang Lebong Regency. This means that the more appropriate the individual characteristics in doing the work, the better the performance of the workforce will be.

### The Effect of Work Experience Mediated by Individual Characteristics on Employee Performance

Based on hypothesis testing that work experience with the mediation of individual characteristics has a positive and significant effect on employee performance at the Konawe Regency DPRD Secretariat office. This means that work experience will form individual characteristics that will improve employee performance. These results indicate that the Individual Characteristics variable is intervening and can mediate work experience in contributing to increasing employee performance.

According to the performance theory proposed by Gibson in 1987 in (Gaffar, Abduh, and Yantahin, 2017: 19), that three main factors that affect performance. These factors are the basic con-

cepts to form a framework that can be used to explain the factors that influence performance and improve performance. These include 1) Mental and physical abilities and skills, 2) Demographics including age, origin, gender, and 3) Family background, social level, and experience as well as individual psychological variables which include perceptions, attitudes and personality, learning, and motivation.

## 6. Conclusions and Suggestions

### 6.1 Conclusion

Based on the results of research and discussion, the following conclusions are drawn:

1. Work experience has a positive and significant effect on the individual characteristics of employees. This means that the higher the work experience, the better the individual characteristics of employees.
2. Work experience has a positive and significant effect on employee performance. This means that the higher the work experience, the higher the employee's performance.
3. Individual characteristics have a positive and significant effect on employee performance. This means that the better the individual characteristics, the higher the employee's performance.
4. Work experience with the mediation of individual characteristics has a positive and significant effect on employee performance. This means that work experience will improve individual characteristics so that it has an impact on increasing employee performance.

### 6.2 Suggestions

The suggestions that can be recommended through this research are as follows:

1. The need for the DPRD Secretariat to optimize the performance of employees by increasing the knowledge and skills of employees through education and training.
2. The need for the DPRD Secretariat to guidance to employees, especially on indicators of interest and value.
3. Encouraging employees to improve employee performance, especially on service and cost orientation indicators.
4. For future research, researchers can add assessments to other variables such as job satisfaction, leadership, motivation, commitment, compensation, and others. Considering that in this study, work experience variables and individual characteristics do not have a direct or indirect influence on employee performance.

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