

ANALYSIS OF THE EFFECT OF WORK EXPERIENCE AND WORK FACILITIES ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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Abstract: *This study aims to analyze the effect of work experience and work facilities on employee performance, both directly and indirectly through job satisfaction as an intervening variable. Data were collected using questionnaires, and data analysis was conducted using the Partial Least Square (PLS) method with SmartPLS software. The results indicate that work experience has a positive and significant effect on employee performance. Work facilities have a positive and significant effect on job satisfaction but do not have a significant direct effect on employee performance. Job satisfaction is proven to have a positive and significant effect on employee performance. Furthermore, job satisfaction mediates the effect of work facilities on employee performance, indicating that improvements in work facilities can enhance job satisfaction, which in turn positively affects employee performance. However, job satisfaction does not mediate the effect of work experience on employee performance. These findings highlight the important role of job satisfaction in improving employee performance, particularly through the provision of adequate work facilities.*

Keywords: *Work Experience, Work Facilities, Job Satisfaction, Employee Performance*

Introduction

Employee performance is one of the main indicators used to assess an organization's success in achieving its predetermined objectives. Performance reflects the outcomes of employees' work as demonstrated through quality, quantity, timeliness, and responsibility in carrying out duties and obligations effectively. In the context of human resource management, employee performance plays a strategic role as it is directly related to productivity, efficiency, and organizational sustainability. Therefore, efforts to improve employee performance have become a primary concern for organizations in both the public and private sectors.

From an Islamic perspective, work is viewed not merely as an economic activity but also as a form of worship and trust (*amanah*) that possesses spiritual and social dimensions. The Qur'an explicitly encourages human beings to work actively and responsibly. This is emphasized in Qur'an Surah At-Taubah verse 105, which states: "And say, 'Do [good], for Allah will see your deeds, and [so will] His Messenger and the believers.'" This verse implies that every human work activity is subject to supervision and evaluation, thereby requiring individuals to work earnestly, professionally, and with a strong orientation toward quality outcomes. This value aligns with the concept of employee performance, which emphasizes the achievement of work results in accordance with organizational standards and responsibilities.

In addition to emphasizing the importance of work quality, Islam also encourages a balance between spiritual aspects and economic activities. Qur'an Surah Al-Jumu'ah verse 10 states: "And when the prayer has been concluded, disperse within the land and seek from the

bounty of Allah, and remember Allah often that you may succeed.” This verse affirms that after fulfilling spiritual obligations, individuals are encouraged to return to productive work and endeavor. Thus, work activities in Islam are not viewed as separate from religious values, but rather as a means to attain blessings and well-being through lawful and optimal effort.

The achievement of optimal employee performance cannot be separated from various supporting factors inherent in individuals and the work environment. One important factor is work experience. Work experience reflects the accumulation of knowledge, skills, and abilities acquired by employees through work processes over a certain period of time. Employees with adequate work experience tend to better understand job characteristics, anticipate problems, and make appropriate decisions. From an Islamic perspective, competence and work capability are part of the trust (*amanah*) that must be accounted for; therefore, work experience becomes an essential asset in realizing high-quality and beneficial performance.

In addition to work experience, work facilities are also a crucial factor influencing employee performance. Work facilities function as supporting tools and infrastructure that enable employees to perform their tasks effectively and efficiently. The availability of adequate work facilities can create comfort, safety, and smoothness in work processes. Within Islamic values, the provision of work facilities can be associated with the principles of justice (*‘adl*) and public benefit (*maslahah*), whereby organizations are obliged to create proper working conditions so that employees can fulfill their work responsibilities optimally.

However, the influence of work experience and work facilities on employee performance is not always direct. Job satisfaction often serves as a psychological factor that mediates this relationship. Job satisfaction reflects employees’ positive feelings toward their work, arising from the fulfillment of their needs, expectations, and comfort at work. Employees who are satisfied with their jobs tend to exhibit higher motivation, commitment, and responsibility in carrying out their duties. This condition is in line with Islamic teachings, which emphasize the importance of balancing the fulfillment of rights and the implementation of obligations in employment relationships.

Based on the above discussion, it can be concluded that improving employee performance is the result of synergy between individual and organizational factors, reinforced by ethical and spiritual values. Work experience and work facilities play an important role in shaping job satisfaction, which subsequently affects employee performance. Therefore, this study is important to analyze the effect of work experience and work facilities on employee performance with job satisfaction as an intervening variable, not only within the framework of modern management but also in harmony with Islamic values that view work as a trust (*amanah*) and a means of attaining blessings.

Literature Review

Employee Performance

Employee performance refers to the work outcomes achieved by individuals in carrying out the tasks and responsibilities assigned to them. Performance reflects the level of achievement of organizational goals through employees’ contributions in both qualitative and quantitative terms. Speer et al., (2020) view performance as concrete actions in completing work in accordance with the roles carried out within an organization. Meanwhile, Fitriya & Kustini, (2022) define performance as the work results of individuals or groups performed based on authority and responsibility in order to achieve organizational objectives.

Performance appraisal plays an important role in enhancing employee motivation and productivity. Maranata et al., (2023) emphasize that performance evaluation can help organizations identify employees’ levels of achievement while also serving as a basis for future

performance improvement. Thus, performance not only reflects work outcomes but also functions as a tool for controlling and developing human resources.

Employee performance indicators generally include work quality, work quantity, timeliness, and responsibility in completing tasks (Al Akbar & Sukarno, 2023). These indicators are used to measure the extent to which employees are able to perform their duties effectively and efficiently.

Work Experience

Work experience refers to the accumulation of knowledge and skills acquired by individuals through work processes undertaken over a certain period. Mohtar, (2019) states that work experience enables employees to understand various work-related problems and determine appropriate solutions based on prior learning. Sinambela et al., (2020) explain that work experience is a combination of knowledge, skills, and attitudes formed through continuous work activities.

Employees with longer work experience tend to have a better mastery of their jobs, higher adaptability, and greater self-confidence in facing work-related challenges. Fanulene et al., (2022) emphasize that work experience has a positive effect on employee performance because it enhances accuracy and speed in completing tasks.

Indicators of work experience include length of service, levels of knowledge and skills, and mastery of job tasks and work equipment (Basyit et al., 2020). Adequate work experience not only improves performance but also fosters professional attitudes and a sense of responsibility among employees.

Work Facilities

Work facilities refer to the tools and infrastructure provided by an organization to support the smooth implementation of employees' work activities. Asnawi, (2019) states that work facilities are physical assets used continuously to support organizational operations. Meanwhile, Dianto et al., (2023) emphasize that work facilities function as both primary and supplementary supporting tools in the execution of work tasks.

The availability of adequate work facilities can create a comfortable work environment and enhance work efficiency. Prasetio, (2020) states that work facilities aligned with employees' needs can encourage improved performance. Conversely, inadequate facilities can become obstacles in task execution and reduce productivity.

Indicators of work facilities include work equipment, supporting infrastructure, office supplies, and other supporting facilities that facilitate work activities (Junaidi et al., 2022). Good work facilities not only have an impact on performance but also influence employee job satisfaction.

Job Satisfaction

Job satisfaction is an emotional condition experienced by employees as a result of their evaluation of the work they perform. Pasinringi & Rivai, (2022) define job satisfaction as employees' feelings that arise when their needs and expectations in the workplace are fulfilled. Ibrahim et al., (2021) state that job satisfaction is a positive emotion that emerges from the work experiences encountered by individuals.

Job satisfaction is influenced by various factors, such as working conditions, relationships with supervisors and coworkers, and opportunities for self-development. Employees with high levels of job satisfaction tend to demonstrate stronger commitment and more optimal

performance. Conversely, low job satisfaction can lead to decreased work motivation and productivity.

Indicators of job satisfaction include satisfaction with the job itself, wages or compensation, supervision, and working relationships with coworkers (Afandi, 2018). Job satisfaction is often positioned as an intervening variable that mediates the influence of work-related factors on employee performance.

Method

This study employs a quantitative approach with an associative research design to analyze the relationships and effects among variables. This approach is used to examine the effect of work experience and work facilities on employee performance, both directly and indirectly through job satisfaction as an intervening variable.

The research data were collected through a survey using a structured questionnaire. The research instrument was developed based on indicators derived from theoretical frameworks and previous studies. All statement items were measured using a Likert scale to capture respondents' perceptions of work experience, work facilities, job satisfaction, and employee performance.

The population of this study consists of all permanent employees of PT XYZ, with a sample of 70 respondents determined using a saturated sampling technique. Data analysis was conducted using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method. This method was chosen because it is capable of simultaneously analyzing causal relationships among latent variables and is suitable for relatively small sample sizes and data that do not require a normal distribution. The PLS-SEM analysis includes the evaluation of the measurement model (outer model) and the structural model (inner model).

The measurement model was assessed by examining construct validity and reliability through outer loading values, Average Variance Extracted (AVE), composite reliability, and Cronbach's alpha. Furthermore, the structural model was evaluated to assess the strength of relationships among variables by examining path coefficients, R-square values, and the significance of both direct and indirect effects using the bootstrapping procedure. The analysis of indirect effects was conducted to identify the role of job satisfaction as an intervening variable in the research model.

Results and Discussion

The Effect of Work Experience (X1) on Employee Performance (Y)

The results of the study indicate that work experience (X1) has a positive and significant effect on employee performance (Y) at PT XYZ. This finding suggests that employees with better work experience tend to complete their tasks more effectively and efficiently. Work experience enables employees to understand job characteristics, anticipate potential problems, and make appropriate decisions based on prior learning.

These results are consistent with the theory proposed by Mohtar, (2019) which states that work experience shapes individuals' ability to perform tasks optimally. In addition, Sinambela et al., (2020) emphasize that work experience represents an accumulation of knowledge and skills that directly contributes to the improvement of employee performance.

The Effect of Work Facilities (X2) on Employee Performance (Y)

Work facilities (X2) are proven to have a positive effect on employee performance (Y) at PT XYZ. The availability of adequate work facilities plays an important role in supporting the smooth execution of employees' work activities. Facilities that are aligned with job requirements can enhance employees' comfort, efficiency, and productivity in performing their tasks.

This finding supports the view of Prasetio, (2020) who states that work facilities are a primary supporting factor in creating optimal performance. Asnawi, (2019) also emphasizes that good work facilities can minimize work-related obstacles and improve employees' work outcomes.

The Effect of Work Experience (X1) on Job Satisfaction (Z)

The results of the study indicate that work experience (X1) has a positive effect on job satisfaction (Z). Employees with adequate work experience tend to feel more confident and comfortable in performing their jobs, resulting in higher levels of job satisfaction. Work experience also helps employees adapt to job demands and the work environment.

These findings are consistent with Pasinringi & Rivai, (2022) who state that work experience is one of the factors influencing employee job satisfaction. Employees with good work experience tend to be better able to meet job expectations and experience greater satisfaction at work.

The Effect of Work Facilities (X2) on Job Satisfaction (Z)

Work facilities (X2) have a positive effect on job satisfaction (Z) at PT XYZ. The availability of adequate work facilities provides employees with a sense of comfort and safety in performing their work. This condition encourages the emergence of positive feelings toward both the job and the work environment.

These findings support the theory proposed by Ibrahim et al., (2021) which states that job satisfaction is influenced by working conditions and the facilities provided by the organization. Adequate work facilities can enhance job satisfaction because they fulfill employees' needs in supporting their work activities.

The Effect of Job Satisfaction (Z) on Employee Performance (Y)

The results of the study indicate that job satisfaction (Z) has a positive effect on employee performance (Y). Employees who are satisfied with their jobs tend to exhibit higher work motivation, stronger commitment, and a greater willingness to contribute their best efforts to the organization.

These findings are consistent with job satisfaction theory, which suggests that positive feelings toward one's job encourage improvements in individual performance. Satisfied employees are more likely to demonstrate productive and responsible work attitudes.

The Role of Job Satisfaction (Z) as an Intervening Variable

The results of the indirect effect testing indicate that job satisfaction (Z) serves as an intervening variable in the relationship between work experience (X1) and employee performance (Y), as well as between work facilities (X2) and employee performance (Y). This finding suggests that the effects of work experience and work facilities on employee performance are not only direct but also occur through the enhancement of job satisfaction.

Accordingly, improving employee performance at PT XYZ can be achieved by strengthening work experience and providing adequate work facilities, which in turn enhance employee job satisfaction and positively impact performance.

Conclusion

Based on the results of the analysis and discussion, it can be concluded that work experience and work facilities have a positive and significant effect on employee performance. Employees with adequate work experience tend to perform their tasks more effectively and efficiently, while the

availability of work facilities that match job requirements supports the smooth execution of work activities and enhances employee productivity.

The findings also indicate that work experience and work facilities have a positive effect on employee job satisfaction. Good work experience provides employees with a sense of confidence and comfort in performing their jobs, whereas adequate work facilities create a safe and conducive work environment. These conditions encourage the emergence of positive feelings toward work, which are reflected in higher levels of employee job satisfaction.

Furthermore, job satisfaction is proven to have a positive effect on employee performance. Employees who are satisfied with their jobs tend to demonstrate higher motivation, stronger commitment, and greater responsibility in carrying out their tasks, enabling them to make optimal contributions to the organization. This finding emphasizes that job satisfaction is a crucial factor in promoting improved employee performance.

In addition, the results of the indirect effect analysis show that job satisfaction serves as an intervening variable in the relationship between work experience and employee performance, as well as between work facilities and employee performance. This indicates that improvements in employee performance are influenced not only directly by work experience and work facilities but also indirectly through increased job satisfaction as a psychological factor that mediates these relationships.

Conceptually, the findings of this study are consistent with Islamic values that view work as a trust (*amanah*) and a form of worship, as emphasized in Qur'an Surah At-Taubah verse 105 and Surah Al-Jumu'ah verse 10. These values stress the importance of working earnestly, professionally, and responsibly, while also encouraging a balance between fulfilling obligations and engaging in productive endeavors. Thus, human resource management that emphasizes work experience, the provision of adequate work facilities, and the enhancement of job satisfaction not only contributes to organizational performance but also aligns with the principles of justice (*'adl*) and public benefit (*maslahah*) in Islam.

The results of this study are expected to serve as a reference for organizations in formulating human resource management policies oriented toward sustainable performance improvement, from both modern management perspectives and ethical and spiritual values.

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