

**THE INFLUENCE OF WORK EXPERIENCE AND JOB TRAINING
ON PERFORMANCE ON EMPLOYEES AT PT CITRA KARYA
JABAR TOL SUMEDANG REGENCY, WEST JAVA**

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Abstract

This study aims to identify and measure the performance of PT Citra Karya Jabar Tol Sumedang Regency, West Java. This research uses descriptive research methods with a quantitative approach. The results of the descriptive analysis resulted that the work experience variable consisted of 6 statements with an average score of 127.83 which showed well seen from the assessment table. The results of a descriptive analysis that the job training variable consists of 6 statements with a score of 126.1667 indicates good judging from the scoring table. Furthermore, the performance variable consists of 12 statements with a score of 140.33 indicates good judging from the scoring table. Meanwhile, the work experience regression coefficient of 2,006, means that if the work experience is increased by 1 work unit, the performance will increase by 2,006 units. Likewise, the training regression coefficient of 0.803, means that if the training is increased by 1 unit, the performance will increase by 0.803 units. In addition, R square value of 0.951 or 95.1% was obtained, which means the influence of work experience and training on employee performance in PT. Citra Karya Jabar Tol in West Java simultaneously amounted to 95.1%, while the remaining 4.9% was influenced by other variables beyond this study.

Keywords: *Work Experience, Job Training, Performance, Management*

1. INTRODUCTION

Almost any agency designed with administering the program is always instructed to reach its objectives. Identifying and measuring the performance of an organization's or agency's personnel is one of the requirements for accomplishing the organization's or agency's smooth goals. The organization is a complicated body that strives to distribute all available human resources in order to achieve its objective. It can be considered that an organization is effective if it is capable of achieving its stated objectives. Government organizations, as with all other organizations, are expected to be able to compete in order to give the best possible service.

Furthermore, government officials, both in their capacity as public servants and in their capacity as government servants, are required to be able to provide the best possible service to the community. This is because providing the best possible service to the community is one of the functions that must be carried out by the government, which has the responsibility of carrying out the entire process of implementing development in various aspects of life, beginning at the central level and working its way down to the regional level (Sutrisno, 2021).

As a government agency that serves the community in this age of globalization and along with the progression of the times, government agencies are also required to be able to

adapt to the environment and developments that occur and continue to make changes. This is because globalization and the progression of the times go hand in hand. The level of performance and efficiency with which personnel carry out their responsibilities is a significant factor in determining whether or not a business is successful in achieving its goals. In general, each company has the expectation that its personnel will be able to carry out their responsibilities in a manner that is productive, effective, efficient, and competent (Edelia & Aslami, 2022).

As a result, the organization is better equipped to deliver high-quality public services that meet community standards while still remaining competitive. Human and non-human resources are the two primary categories of organizational resources. There are many different types of individuals that make up an organization's human resources, and each of them serves a specific purpose.

There are also other types of non-human resources including natural resources and capital. However, human resources outweigh all other categories in terms of importance since they are the only resource that has the ability to have an impact on the outcome of a project. As a trustworthy development subject, it is necessary to develop and manage Human Resources (HR) in an effective and independent way. Human resource management (HRM) planning is the most critical phase (Muardi et al., 2022). Any business, be it a private corporation or a government agency, may reap the rewards of effective HR planning. An improvement in staff productivity is a significant advantage that may be acquired by the company. To further boost employee performance, an agency should have data on the knowledge, work and training that its workers have completed.

Quality, efficiency, and effectiveness may be improved without relying solely on contemporary machine technology, adequate funding, and the availability of high-quality raw materials. These characteristics, however, cannot be achieved without the backing of competent human resources who can grow their talents and knowledge, as well as have a demonstrated track record of increasing employee performance graphs. The higher a company's employees perform, the greater its profits will be. This is why employee performance is such a vital metric for corporate success. The performance of the company's personnel has a significant impact on the company's success. For any firm, improving employee performance is a top priority. The importance of a company's human resources cannot be overstated, since they are critical to achieving high levels of productivity and profitability.

Based on the background of the research above, this study aims to find out the influence of work experience and job training on employees' performance of PT Citra Karya Jabar Tol Sumedang Regency, West Java.

2. LITERATURE REVIEW

2.1. Management

Management is defined as "the systematic and coordinated use of human and non-human resources to accomplish preset objectives in order to achieve organizational goals and objectives" (Terry & Rue, 2014). Managers are responsible for guiding and overseeing the actions of employees and other organizational resources to achieve established

organizational goals (Handoko, 2015). Human resources and other resources must be managed effectively and efficiently in order to attain an ultimate objective (Hasibuan, 2007).

We may infer from the above-mentioned experts' perspectives that management is both a science and an art that regulates the utilization of human capital and a variety of other resources in order to meet the objectives that have been defined.

According to Terry & Rue (2014), management functions are Planning, Organizing, Actuating, Controlling. The management functions are as follows:

a. Planning

The process of planning involves choosing and linking data, as well as developing and employing assumptions about the future, in order to visualize and formulate recommended activities that are thought to be essential in order to accomplish the intended goals. To be able to organize, lead, or oversee employees, managers first need to devise plans that provide the company with a sense of purpose and a path forward.

b. Organizing

The process of determining what resources and activities is required to accomplish organizational goals, designing and developing a working group organization that will be able to bring these things towards the goal, assigning certain responsibilities, and then delegating the necessary authority for individuals to carry out their duties are all aspects of the organizing process. It is the responsibility of this task to provide a standardized framework for the allocation, division, and coordination of labor.

c. Actuating

Encouraging everyone in a company desire to work together in order to attain the goals set out in the planning process is known as "actuating."

d. Controlling

This is a leadership role that has to do with attempts to keep activities or enterprises on the path to ideals, precisely to the predetermined objectives.

Further, Terry & Rue (2014) also highlight the elements of management are, "the six M in management" namely, Man, Money, Material, Machine, Methods and Market which follows:

a. Man

An organization's management function is carried out by humans, who are also the actors who carry out the actions necessary to fulfill the organization's stated goals. When it comes to the process of making things happen, there is no substitute for humans. As a result, management is necessary because individuals work together to accomplish a common objective.

b. Money

One thing that can't be overlooked is the role money plays. Money is a need in today's world since it serves as a medium of transaction and a standard for valuing one's possessions. For the simple reason that everything must be reasonably calculated.

c. Method

The method or way of carrying out a job in order to achieve certain predetermined goals. How to work or the right method will determine the smooth running of every activity in the management process of an organization.

d. Goods/equipment

This factor is very important because humans cannot carry out their activities without goods or equipment, so that in the process of equipping an activity by a particular organization it is necessary to prepare the necessary equipment.

e. Machine

Machines are tools and equipment including technology that are used to assist in operations to produce goods and services to be sold and provide convenience for humans in each of their business activities so that the role of certain machines in the modern era cannot be doubted.

f. Market

Market is a market that you want to enter into the production of goods or services to make money with the production of an institution/company's product being marketable, therefore marketers in management are defined as one element that cannot be ignored. Markets are needed to disseminate the results of production to reach consumers.

2.2. Work Experience

According to Foster (2014), work experience is a measurement of the length of time or period of labor that a person has devoted to learning the duties of a job and doing them competently. According to Yuniarsih & Suwarno (2011), work experience is the experience of a workforce to perform certain occupations, and it is reflected in the work to be performed and the time spent performing the work. On the basis of the perspectives of the aforementioned experts, it can be stated that work experience is a person's understanding of his profession gained via previous employment. In addition, Foster (2014) describes the aspects of work experience, which include Length of Time / Working Period, Level of Knowledge and Skills Possessed, Work and Equipment Mastery.

2.3. Job Training

According to Sofyandi (2013), the organization provides its staff with an outstanding training program. Training is a set of distinct actions designed to methodically increase skills and knowledge so that individuals may perform professionally in their respective industries. According to Rivai (2013), work training is the systematic modification of employee behavior to accomplish corporate objectives. Training deals to the skills and capacities of present personnel to do their professions. According to Widodo (2015), job training is a set of individual actions that systematically increase a person's abilities and knowledge so that they may function professionally in their respective sectors.

On the basis of the experts' perspectives above, it can be said that training is a process that improves the ability of a person to perform their job successfully and to meet the company's objectives.

Moreover, according to Carrel in (Salinding, 2012) the general objectives of training and development programs include:

- a) Improve Performance
- b) Updating Employee's Skills
- c) Avoiding Major Obsolescence
- d) Solve Organizational Problems
- e) Prepare for Promotion and Managerial Succession
- f) Satisfy Personal Growth Needs

2.4. Performance

Kasmir (2016) states that performance is the outcome of work and work behavior that has been obtained in the completion of the tasks and responsibilities provided within a particular amount of time. According to Sandy Martha (2015), performance is defined as an accomplishment that has been performed by employees in the course of carrying out the task that has been provided to them. Work performance is the outcome of work that has been obtained by a person based on his work behavior in carrying out tasks at work (Sutrisno, 2017).

According to Simmamora (2016), the term "employee performance" refers to the degree to which workers satisfy their assigned responsibilities. Performance is the achievement of an employee as assessed against the standards or criteria established by the firm. This achievement is referred to as "performance." Therefore, it is possible to draw the conclusion that employee performance is the result of work in quality and quantity achieved by an employee in the course of carrying out their duties in accordance with the responsibilities given to them by the organization, as measured by criteria or standards that apply within the organization. The performance of workers, either individually or collaboratively, has an impact on whether or not the goals set for the organization's overall performance are met with success or failure. Assuming that employee performance plays a role, organizational performance should improve as employee performance improves. As for the performance dimension which include:

- a) Quality
- b) Quantity
- c) Time
- d) Cost suppression
- e) Supervision
- f) Employee Relations

3. RESEARCH METHOD

The research was conducted at PT. Citra Karya Jabar Sumedang Toll Road, West Java, having its address at Jalan Tanjung Kerta No.07 RT.01/RW.10 Kojengkang, Licin Village, Cimalaka District, Sumedang Regency, West Java. This study was used to determine "The Influence of Work Experience and Job Training on Employee Performance at PT Citra Karya Jabar Tol, Sumedang Regency, West Java". The data was collected by questionnaire, and there were 25 employees at PT. Citra Karya Jabar Toll who responded to a preliminary questionnaire.

This study uses a descriptive research method with a quantitative approach. According to Sugiyono (2016) quantitative selection is intended to summarize and connect the following data trying to find out whether one variable is able to cause another variable (causality). In this study, the variables used are work experience (X1) and job training (X2) as independent variables, and employee performance (Y) as the dependent variable.

4. RESULT AND DISCUSSION

4.1. Research Result

4.1.1. Respondent Profile

Table 1 Respondent Profile based on criteria (gender, age, education level, length of working)

Gender	Frequency	Percentage
Man	25	71,42
Woman	10	28,57
Total	35	100
Age		
20-25 Years	10	28,57
26-30 Years	15	42,85
31-44 Years	9	25,71
45 Years	1	02,57
Total	35	100,0
Education Level		
Senior High School	16	45,71
Diploma	15	42,85
Bachelor	3	8,57
Master	1	2,857
Total	35	100,0
Length of Working		
< 2 Years	15	42,857
3-5 Years	1	2,857
> 6 Years	9	25,71
Total	35	100,0

According to table 1 respondents identified the characteristics of man as many as 25 employees and woman as many as 10 employees. Furthermore, respondents based on age was obtained for 10 employees with aged 20-25 years, 15 employees with 26-30 years old, and 9 employees with 31-44 years old, while > 45 years old only 1 employee. Meanwhile, respondents' education level was obtained for senior high school education as many as 16 employees, Diploma as many as 15 employees, Bachelor as many as 3 employees and Master that only 1 employee. In addition, based on the length of working was obtained for 15 employees that less than 2 years' work, while only 1 employee working in 3-5 years period, but 9 employees were work more than 6 years.

4.1.2. Validity Test

Testing the validity of each variable using SPSS V.26 tools, as follows:

Tabel 2 Validity Test of Variable

Indicator	Result of r-statistic	Value of r-critical	Information
X1.1	0,505	0,300	Valid
X1.2	0,349	0,300	Valid
X1.3	0,379	0,300	Valid
X1.4	0,470	0,300	Valid
X1.5	0,398	0,300	Valid

X1-6	0,541	0,300	Valid
X2-1	0,598	0,300	Valid
X2-2	0,397	0,300	Valid
X2-3	0,316	0,300	Valid
X2-4	0,488	0,300	Valid
X2-5	0,435	0,300	Valid
X2-6	0,459	0,300	Valid
Y1-1	0,543	0,300	Valid
Y1-2	0,459	0,300	Valid
Y1-3	0,338	0,300	Valid
Y1-4	0,509	0,300	Valid
Y1-5	0,504	0,300	Valid
Y1-6	0,704	0,300	Valid
Y1-7	0,569	0,300	Valid
Y1-8	0,473	0,300	Valid
Y1-9	0,380	0,300	Valid
Y1-10	0,352	0,300	Valid
Y1-11	0,527	0,300	Valid
Y1-12	0,704	0,300	Valid

Source: Data processed, 2022

The results of the calculation of the validity of the work experience variable (X1), all of the elements of which are 6 statements are obtained at the r-critical value > 0.300 , so that it is said to be valid. Likewise, the results of the calculation of the training validity test (X2), all of the elements of which are 6 statements are in the range of r-critical values > 0.300 , so that they are said to be valid. Meanwhile, the results of testing the validity of the performance variable of all its elements are 12 statements that are in the range of r-critical values > 0.300 , so that they are valid.

4.1.3. Reliability Test

The calculation results of SPSS V.26 reliability test for each variable can be seen as follows:

Tabel 3 Reliability Test Result

	Cronbach's Alpha	N of Items
Work Experience	,187	6
Job Training	,174	6
Performance	,749	12

Source: Data processed by SPSS V.26, 2022

The SPSS test results produce a work experience reliability test with an r-critical value > 0.7 , which is 0.187 so that it is included in the reliable category. Likewise, the SPSS test results produce a training reliability test with an r-critical value > 0.7 , which is 0.174 so it is said to be reliable. Moreover, the SPSS test results produce a performance reliability test with an r-critical value $> 0,7$ which is 0.749, so it can be said to be reliable.

4.1.3. Normality Test

A test carried out with the aim of assessing the distribution of data in a group of data or variables that the distribution of data is normally distributed or not.

Table 3 Normality Test Result

		X1	X2	Y
N		35	35	35
Normal Parameters ^a	Mean	21.9143	21.6286	47.6571
	Std. Deviation	3.30215	3.28173	6.81237
Most Extreme Differences	Absolute	.123	.176	.120
	Positive	.123	.119	.104
	Negative	-.115	-.176	-.120
Kolmogorov-Smirnov Z		.730	1.043	.711
Asymp. Sig. (2-tailed)		.661	.227	.692

Source: Data processed by SPSS V.26, 2022

Based on Table 3, a normality test of $0.692 > 0.05$ was found, which indicating a significant value, so it can be said to be normally distributed or there is no significant difference.

4.1.4. Multicollinearity Test

To test and find out whether in a regression model there is a high or perfect correlation between the independent variables. This test can be known by looking at the tolerance value and the VIF (variance inflation factors) value (Ghozali & Latan, 2015).

Table 4 Multicollinearity Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.860	1.036		2.762	.009		
	X1	.088	.085	.319	1.034	.309	.283	3.528
	X2	-.166	.085	-.600	-1.946	.061	.283	3.528

According to table above, it can be identified a tolerance value of 0.283 and VIF 3.528, which is a good regression model because the tolerance value is > 0.01 and $VIF < 10$. This result indicating that there is no multicollinearity in the test.

4.1.5. Heteroscedasticity Test

This test aims to find out whether in a regression model there is inequalities of variance from the residuals of one observation to another observation. If the significant value is > 0.05 , there is no heteroscedasticity problem (Ghozali & Latan, 2015). As shown in Table 4, resulting in the calculation of SPSS v.26 standard heteroscedasticity table > 0.05 then the X1 variable to Y is 0.309 and X2 to Y is 0.061 significant, so there is no heteroscedasticity.

4.1.6. T Test

Hypothesis testing is to find out whether the independent variables have an independent effect on the dependent variable and which independent variable has the most dominant influence on performance. The result can be seen as follows:

**Table 5 T test Result
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.006	1.858		1.079	.289
	X1	1.291	.152	.626	8.494	.000
	X2	.803	.153	.387	5.247	.000

a. Dependent Variable: Y

The results of the t-test in Table 5 obtained a significant value of the work experience variable of 0.000 which was tested at a significance level of 0.05 and the t-value result was 8,494 with the formula $t_{table} (\alpha / 2; nk-1)$ the t-table value was 1.986, so it can be said that $t\text{-statistic} > t_{table} (8,494 > 1,986)$. This result indicating significant since $0.05 > 0.00$ ($t\text{ statistic} > t_{table}$), so H1 is accepted, which means there is a significant effect of work experience on performance.

Furthermore, a significant value of the training variable of 0.000 which was tested at a significance level of 0.05 and the results of the t-statistic value were 5.247 with the formula $t\text{-table} (\alpha / 2; nk-1)$ the t-table value was 1.986, so it can be said that $t\text{-statistic} > t_{table} (5,247 > 1,986)$. This result indicating significant since $0.05 > 0.00$ ($t\text{ statistic} > t_{table}$), hence H1 is accepted, which means there is a significant effect of work experience on performance.

4.1.7 F Test

F Test was performed to see how the effect of all the independent variables together on the dependent variable. The result can be seen as follows:

Table 6 F test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1500.184	2	750.092	308.913	.000*
Residual	77.701	32	2.428		
Total	1577.886	34			

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

The results of the F test (ANOVA) show that the significance value in the F test is 0.000, because $F < 5\%$ ($0.000 < 0.05$) and the F value is calculated using the Ftable formula ($k; (n-k)$) the F table value is 3.110 then ($308.913 > 3.110$), so it can be concluded that H3 is

accepted, meaning that there is a significant effect of work experience and training on employee performance.

4.1.8. Descriptive Analysis

$$R = \frac{B_{maks} \times n - B_{min} \times n}{5}$$

$$R = \frac{5 \times 35 - 1 \times 35}{5}$$

$$R = \frac{175 - 30}{5}$$

$$R = 28$$

As for the weight category which as follows:

Table 7 Weight Score Category

Weight Score	Category
35 - 63	Very Bad
64 - 92	Bad
93 - 121	Enough
122 - 150	Good
151 - 179	Very Good

a) Work Experience Variable

Descriptive analysis on work experience variables as follows:

Table 8 Work Experience Descriptive Analysis

N of Items	SA(5)		A(4)		N(3)		D(2)		SD(1)		Weight Score
	F	W	F	W	F	W	F	W	F	W	
X1	11	5	16	4	3	3	2	2	3	1	135
X2	19	5	11	4	0	3	4	2	1	1	148
X3	9	5	15	4	2	3	6	2	3	1	126
X4	8	5	14	4	5	3	5	2	3	1	124
X5	13	5	8	4	5	3	8	2	1	1	129
X6	8	5	4	4	6	3	14	2	3	1	105
Highest weight value											148
Lowest weight value											105
Average actual weight											127,83

As shown in Table 8, the results of the calculation of the score on the work experience variable of 127.83 are included in the Good category. Meanwhile, the highest value is 148 and the lowest value is 105.

b) Job Training Variables

Table 9 Job Training Descriptive Analysis

N of Items	SA(5)		A(4)		N(3)		D(2)		SD(1)		Weight Score
	F	W	F	W	F	W	F	W	F	W	

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X1	9	5	17	4	3	3	4	2	2	1	132
X2	18	5	10	4	2	3	3	2	2	1	144
X3	9	5	10	4	4	3	10	2	2	1	119
X4	5	5	10	4	8	3	11	2	1	1	112
X5	15	5	8	4	5	3	6	2	1	1	135
X6	8	5	10	4	4	3	10	2	3	1	115
Highest weight value											144
Lowest weight value											112
Average actual weight											126,1667

The table above shows the results of the calculation regarding the score on the work experience variable that obtain value of 126.17, which is included in the Good category. Besides that, the highest value is 144 and the lowest value is 112.

c) Performance Variables

Table 10 Performance Descriptive Analysis

N of Items	SA(5)		A(4)		N(3)		D(2)		SD(1)		Weight Score
	F	W	F	W	F	W	F	W	F	W	
X1	10	5	17	4	13	3	3	2	2	1	165
X2	19	5	13	4	0	3	2	2	2	1	169
X3	11	5	16	4	3	3	1	2	1	1	131
X4	9	5	14	4	6	3	1	2	1	1	122
X5	17	5	10	4	3	3	1	2	1	1	137
X6	12	5	11	4	3	3	3	2	3	1	122
X7	10	5	18	4	2	3	2	2	2	1	134
X8	19	5	14	4	0	3	2	2	2	1	157
X9	10	5	22	4	3	3	0	2	0	1	147
X10	9	5	17	4	4	3	1	2	1	1	128
X11	17	5	10	4	3	3	1	2	1	1	137
X12	13	5	13	4	3	3	3	2	3	1	135
Highest weight value											169
Lowest weight value											122
Average actual weight											140,33

The table above shows the results of the calculation regarding the Performance variable of 140.33, which is included in the Good category. Meanwhile, the highest value is 169 and the lowest value is 122.

4.1.9. Associative Analysis

a. The Effect of Work Experience and Job Training on Performance Partially

Table 11 Work Experience and Job Training on Performance Partially

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	2.006	1,858	
	Work Experience (X1)	1.291	0,152	0,626

	Job Training (X2)	0,803	0,153	0,387
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Based on Table above, the partial regression equation can be obtained as follows:

$$Y=2,006 + 1,291 X1 + 0.803 X2$$

It can be interpreted that if the work experience variable is 0, then the performance will be worth of 2.006. Meanwhile, if the training variable is 0, then the performance will be worth of 2.006. The value of the training coefficient is 0.803, which means that if the training unit is increased, the performance will increase by 0.803 units. The positive coefficient means that there is a relationship between experience and performance.

a. Zero order analysis of Pearson's Partial Correlation X1 to Y and X2 to Y

Pearson correlation zero order analysis to find out the independent and dependent variables partially (one by one), so it can easily find out the relationship per variable as follows:

Table 12 Zero order analysis of Pearson's Partial Correlation Result

Variable	Beta Standardized		Zero Order (Correlations of X and Y partially)	The effect of X on Y partially
Work Experience (X1)	0,626	x	0,953	0,596
Job Training (X2)	0,3787	x	0,916	0,354
Summation of X1 influence on Y and X2 on Y (R ²)				0,951

Based on Table above, the effect of work experience (X1) on performance (Y) is 0.953 and the effect of job training (X2) on performance (Y) is 0.916.

b. The Effect of Work Experience and Job Training

The value of the effect of work experience and job training on performance by multiple regression analysis was used with the calculation of SPSS v.26 as follows:

Table 13 The Effect of Work Experience and Job Training

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,975 ^a	0,951	0,948	1,55826
a. Predictors: (Constant), Work Experience (X1), Job Training (X2)				
b. Dependent Variable: Performance				

According to SPSS v.26 calculation from table above, the value of the determinant coefficient R Square variable Y is 0.951 (95.1%), indicating the large proportion of the variable work experience and job training. Meanwhile, the remaining 4.9% is influenced by

other factors beyond this study or influenced by other variables. Hence, to calculate the coefficient of multiple determination as follows: (Ghozali, 2018, p.78).

$$k de = R^2 \times 100\%$$

$$k de = 0,951 \times 100\%$$

$$k de = 95,1\%$$

4.2. Discussion

4.2.1. Work Experience of employees of PT. Citra Karya Jabar Tol in Sumedang Regency, West Java

The results of the descriptive analysis showed that the work experience variable consisted of 6 statements with an average score of 127.83, indicating that it was good as seen from the scoring table. This means that work experience has an effect on employees when carrying out work. This is a concern for personnel to further improve the results of recruiting new employees so that the company can perform optimally in achieving work targets.

4.2.2. Job Training for employees of PT. Citra Karya Jabar Tol in Sumedang Regency, West Java

The results of the descriptive analysis showed that the training variable consisted of 6 statements with a score of 126.1667, indicating that it was good as seen from the scoring table. This means that job training provides a very good relationship on employee performance. This is a concern for personnel to maintain and improve the quality of employees based on training, employees who have participated in training become better at their work.

4.2.3. The Performance of the employees of PT. Citra Karya Jabar Tol in Sumedang Regency, West Java

The results of the descriptive analysis show that the performance variable consists of 12 statements with a score of 140.33 which indicating good. This indicates that the performance of existing employees is now in a category that is good enough to be maintained and developed in order for PT. Citra Karya Jabar Tol to be met by skilled human resources.

4.2.4. The influence of Work Experience on the Performance of employees of PT. Citra Karya Jabar Tol in Sumedang Regency, West Java

The work experience regression coefficient is 2,006. This means that if work experience is increased by 1 work unit, performance will increase by 2,006 units. The positive coefficient means that there is a unidirectional relationship between work experience and performance. So that the conclusion of work experience has a positive influence on performance.

4.2.5. The influence of training on employee performance at PT. Image by West Java Tol in Sumedang, West Java

The training regression coefficient is 0.803, which means if the training is increased by 1 unit, the performance will increase by 0.803 units. The positive coefficient means that there is a relationship between training and performance, so it can be concluded that training has an influence on performance.

4.2.6. The influence of Work Experience and Job Training on the performance of the employees of PT. Citra Karya Jabar Tol in Sumedang Regency, West Java

R square value of 0.951 or 95.1% means the effect of work experience and job training on employee performance at PT. Citra Karya Jabar Toll in Sumedang, West Java simultaneously is 95.1%, while the remaining 4.9% is influenced by other variables not examined in this study.

5. CONCLUSION

The descriptive analysis revealed that the work experience variable consisted of six statements with an average score of 127.83, as indicated by the scoring table, suggesting that it was favorable. By the same token, job training variable which consists of six statements and received an average score of 126.1667, indicating that it was favorable. Likewise, the performance variable which consists of 12 statements with an average score of 140.33, indicating that it was also favorable.

Furthermore, the findings also reveal the work experience regression coefficient which is 2.006. This means that if work experience is increased by 1 work unit, performance will increase by 2.006 units. The training regression coefficient obtain the value of 0.803, which means if the training is increased by 1 unit, the performance will increase by 0.803 units as well. In addition, R square value was obtained by 0.951 or 95.1%, which means the effect of work experience and training on employee performance at PT. Citra Karya Jabar Tol in Sumedang, West Java simultaneously is 95.1%, and the remaining 4.9% is influenced by other variables beyond this study.

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