



The influence of knowledge and work experience on employee performance with work motivation as a moderating variable

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ABSTRACT

The purpose of this research is to identify the role that work motivation plays in mediating the relationship between employee knowledge and experience and job performance. This study employed a quantitative research design for its investigation. Forty participants, all of whom worked for a construction services firm, were interviewed for this study. Probability sampling using the quota sampling approach was employed in this investigation. Two independent (X1 and X2) variables, one dependent (Y), and one moderating (M) variable are involved in this analysis. Validity, reliability, model, and hypothesis testing are all components of this investigation. Moderate regression analysis is employed for the analysis (MRA). Employee performance (Y) and work motivation (Z) serve as moderators between the independent variables of knowledge (X1) and work experience (X2). This is what one sees in the data. Employee performance (Y) is influenced by knowledge (X1) to the tune of 79.5%. The level of influence of job experience (X2) on worker performance (Y) is 77.8%. Knowledge (X1) has an effect on worker output (Y), with job motivation serving as a moderating variable (83% of the total influence).

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INTRODUCTION

The extent to which an organization succeeds in achieving its goals is largely determined by the quality of its human resources. Having competent workers will make it easier for the business to run smoothly and achieve its goals. Good machines, buildings, and infrastructure are all important, but it's the people who actually do the work that make the difference in whether an organization is successful or not. To achieve its goals, every company or organization will always try to increase employee output. Employee performance ability is one of the factors that can contribute to their

success at work. Employees who have adequate work capacity can be relied upon to solve any problems that arise during work.

Organizational performance is achieved by organizational units, which consist of all elements in the organization, one of which is an individual. Employee performance refers to the degree to which an individual is able to achieve goals or be productive in their work. Jobs, job design, job management, and individual quality all play a role in how well an organization performs. It is safe to say that individual performance is the main factor in whether an organization succeeds in achieving its goals or completing assigned tasks. The results of tasks and assignments at work are documented in employee performance reviews.

The success of teaching and motivating staff can be measured in part by looking at how well their actual job is performed, a process known as performance appraisal. Employees, acting within their scope, create this performance evaluation system. Humans are the driving force behind all aspects of business operations, making this study process important. It has been proven that a company's success is directly proportional to the quality of its human capital, and vice versa: without access to reliable human information, a company will have a hard time achieving its goals.

The level of knowledge or cognition (control over behavior) has a strong influence on one's actions. There are two sides to every coin: the good and the bad. A person's ability is their capacity to carry out a job or task with the help of an existing set of knowledge and skills, as well as a performance mindset shaped by the nature of the job itself. Gaining on-the-job experience is very important for workers.

The employment history of an employee begins from the moment he is hired and continues to the present. Employees with longer tenure are perceived as having amassed a broader range of problem-solving skills tailored to their unique set of skills. (Hasibuan, Malayu, 2017) concurs with the statement above, arguing that the candidate's work history should be given the highest priority during the hiring process.

Employees' performance matters much to the survival and competitiveness of any organization. The vision and mission of an organization can be achieved only through employees who are willing to exert effort and extra effort to carry out their duties and responsibilities assigned to them. (Abun et al., 2021).

Employee performance can also be affected by the level of work motivation. In the workplace, a motivated employee is one who moves back and forth to help achieve unit and company production targets. People who lack motivation will put little effort into their work. A person's motivation is defined as "what drives them to take action in pursuit of goals." In order to achieve one's goals, one must be motivated, which is a state of mind characterized by a certain set of beliefs and values.

Based on pre-survey at PT. Widya Pratama Perkasa, the existing phenomenon is that employee knowledge still needs to be improved because some employees still do not understand the main tasks and functions for which they are responsible; employee work experience is still relatively low; employee motivation is still low; and employee performance is still low, as evidenced by the work completed by employees who are still not in accordance with the expected target program activities. This phenomenon is the background of this research.

Based on surveys of 39 construction service workers, we know that these professionals had an average of 85.54% in general knowledge, 79.52% in work experience, 81.93% in work motivation, and 93.78% in performance. Employee performance is still subpar, as seen by low achievement ratings, notwithstanding the findings of studies examining such factors as education, tenure, motivation, and output.

Something that is known, or the product of knowing, is called knowledge. Humans obtain information about the world around them through their senses, which we call knowledge (eyes, nose, ears, and so on). According to Robinson, S.P., and Judget of knowing, is called knowledge. Humans obtain information about the world around them through their senses, which we call

knowledge (eyes, nose, ears, and so on). According to (Robbins, S.P. and Judge, 2017) the presence of objects throughout the world includes all knowledge in a broad sense.

Knowledge reflects the cognitive ability of an employee in the form of the ability to recognize, understand, realize and live a task. Organizations need to have the ability to maintain appropriate employee knowledge in skills to develop the business. Knowledge is one of the main assets of an organization that contributes to increasing production. (Arynagara, 2022)

However, in a limited sense, knowledge only denotes valid and certain judgments, as distinct from imagination or simple ideas. People with a practical mindset do not distinguish between knowing and being right (between knowledge and truth). Therefore, knowledge must be accurate, because anything else would be a contradiction. When humans observe something, they gain knowledge about it. The human body has five sense organs, which are used for sensing. Most of what we learn comes from what we receive visually and aurally.

These are the categories in which (Winardi, 2016) separates the information as follows: 1) The ability to remember previously learned factors is a key component of knowledge; 2) Understanding things requires not only learning new information but also learning how to make sense of what has been learned; 3) The ability to practice what has been taught (application), including developing the skills needed to do so; 4) Data analysis necessitates work such as selecting and re-selecting subsets of data or conducting preliminary research to determine how the data is organized; 5) Synthesis is the process of uniting dissimilar parts into a whole that has never existed before by utilizing previously acquired knowledge and abilities; and 5) In most cases, the question will ask you to "consider" the findings of your evaluation before making a final decision.

According to (Robbins, S.P. and Judge, 2017), metrik can use for evaluation knowledge someone as follows: 1) Fully understand the work required, it means something has been learned or understood. The ability to recognize patterns and make predictions is a general property of knowledge; 2) Gain knowledge of how to complete tasks and jobs, it means doing work in such a way that the best possible results are achieved; 3) Knowledge of how to do a job or taskit mens because the skills required in the world of work are more precise and focused on what will be allocated, not all of them can be learned in a traditional school setting. Additionally, all employees in every business must be familiar with the organization's unique culture. Employee personalities and organizational culture must match, so it is important to provide training that takes both into account; 4) Value for one's duties at work, it means taking all responsibilities and duties within the parameters of one's position. Each worker has certain tasks assigned to him and may not go beyond those tasks. So, everyone on the staff has to do as they are told and perform their assigned tasks to the best of their abilities, within the limits set by the company; 5) Understanding the Obstacles Facing the Completion of Tasks or Jobs, it means employees can develop professionally and gain a deeper appreciation for the complexity of their work; they can understand the process of organizational change; they can identify organizational goals and the importance of teamwork in achieving those goals; they can assimilate information disseminated by companies; they can identify challenges faced by businesses; they can establish working relationships with outsiders; and they can understand the policies governing their work; and 6) The extent to which a person's knowledge varies and can be applied to complete a given task, it means It consists of whatever we imagine or dream of. The things we have been through give us the knowledge we need. What we know comes from our own experiences and what others have shared with us. Tradition is another source of learning.

Referring to the definition given by the Big Indonesian Dictionary, "experience" refers to everything that has ever been experienced (lived, felt, or borne), while "work" refers to the act of doing something. It is clear from what has been described that this was obtained. A person's ability to understand his work and carry it out according to the specifications of the organization or group increases in proportion to the depth of his expertise in the field. According to (Lee, 2022), work experience is the association of a period of activity in the work environment (whether paid or

voluntary) with science, regardless of whether work experience is an integral part of science. (Itam and Ghosh (2020), says that the professionalism of employees can be demonstrated by the knowledge to meet the wants and needs of the organization. Employees who have the potential to develop are expected to be able to show their professionalism How long someone has worked is a good indicator of how well they know and are able to do the work (Muhibbang, 2014).

Since learning by doing is the most effective method, expertise in a variety of fields is essential. The idea here is that one can gain wisdom by pondering and reflecting on one's past experiences. Work experience, according to Handoko (ective method, expertise in a variety of fields is essential. The idea here is that one can gain wisdom by pondering and reflecting on one's past experiences. Work experience, according to (Handoko, 2017), is the ability of employees to use their knowledge and abilities in a particular work environment. According to (Muhibbang, 2014), various factors can be used as indicators of the level of experience and expertise of a worker, including the following; 1) Length of time or working period (The amount of time a person spends at work before they have mastered the skills necessary to do the job successfully); 2) Level of knowledge and skills possessed (The term "knowledge" is used to describe an understanding of important ideas, concepts, principles, procedures, and policies. The ability to understand and apply job-related knowledge is also considered part of what it means to be knowledgeable. In contrast to knowledge, skills are more tangible abilities that help achieve goals or perform tasks); and 3) Mastery of work and equipment (The extent to which a person is competent in the use of tools and procedures).

From what has been explained, it is clear that an experienced person will move steadily and rhythmically, respond quickly to cues, anticipate difficulties to be better prepared to deal with them, and work calmly, all of which are influenced by the person's personality. Length of service, their level of knowledge or skills, and their level of mastery of the work and the tools they use. Therefore, a person with work experience is someone who can perform job duties, has the necessary knowledge and skills to do the job, and will not endanger himself or others during work

The Latin root word for motivation, *movere*, is to push or move. In terms of management, employees and subordinates are the only targets for motivation. The study of motivation seeks to answer the question of how to channel the energy and potential of subordinates in such a way that they willingly and enthusiastically contribute to the achievement of common goals.

The significance of motivation stems from the fact that it is what makes people act in a certain way—in a way that makes them want to put forth their full effort, in a positive frame of mind, to achieve the best results. Managers increasingly rely on their subordinates to complete tasks and contribute to achieving organizational goals, making intrinsic motivation important. Organizational membership is not only for the capable, capable, and skilled; it also requires a strong work ethic and a desire to see the real value of one's efforts. If members don't put in the effort, it doesn't matter how talented or skilled they are.

According to (Handoko, 2017), motivation is defined as a person's internal state that encourages them to take action. They are intangible, but a person's attitudes and values are what motivate their actions and help them succeed. If a person is motivated, he or she will make a deliberate decision to take actions that will lead to the fulfillment of their goals.

Motivation is a process as the initial step for someone to take action due to physical and psychological deficiencies, or in other words, an encouragement that is shown to fulfill certain goals.(Sumiati, 2021) Motivation for Work is the desire to make a high level of organizational effort as the willingness to meet the individual's needs. Motivation is the motive of the word, which is an encouragement of the employee's needs to be met for the employee to adjust to his context. So motivation is a condition that moves employees to be able to achieve the goals of their motives. High employee work motivation will have a positive impact on the company and will affect the creation of organizational commitments.(Prasetyo et al., 2021).

Motivation is considered a human drive to do something or task effectively with joy and pleasure during the act of the required task. (Almusaddar et al., 2018) stated that motives drive human activities and the motive must be of a certain kind. Motivation is a psychiatric that encourages, activates or moves, and that motive is what will direct and channel the behavior, attitudes, and actions of a person which is always associated with the achievement of goals, both organizational goals and the personal goals of each member. (Toni et al., 2015). Meanwhile, (Robbins, S.P. and Judge, 2017) define motivation as the readiness to exert great effort towards organizational goals, provided that the effort must be able to satisfy a personal need.

When we speak of "need," we are referring to the emotional state that makes a certain outcome seem desirable. When a need is not met, it can cause stress, which in turn can arouse motivation. This drive motivates people to actively seek relief from stress by completing a predetermined set of goals.

The conclusion from some of the above understandings is that motivation is the driving force that drives people to act in a way that brings them closer to the goals they have set for themselves and their organizations. According to (Handoko, 2017), work motivation can be measured by several indicators, including; 1) Income; 2) Awards; 3) Career development; and 4) Guidance.

Work performance, also known as the achievement, result, or product of several types of business or activity, Using the definition of "performance" from (Agus Tulus, 2019) as "something that is done" or "products or services that are produced or given to a group of people," it can be concluded that the performance of HR in a government bureaucracy is the result of work that is capable of being carried out by HR. HR achieves this within the limits of their authority and in the context of carrying out the assigned tasks.

Performance appraisal is a process of assessing the performance of an individual, group/team and organization. This activity serves to make it easier for the organization to be able to see the contributions made by employees by focusing on the strategies that have been made by the organization. (Yani, 2022).

We have recognized that employee performance depends on motivation and ability, as stated by (Mathis Robert L dan John H. Jackson, 2016). The performance on which Sutermeister's assumptions are based above refers to the performance of employees whose success is based on their own intrinsic desires and talents. It is a "process-driven product, human or otherwise," as defined by (Robbins, S.P. and Judge, 2017). What this means in practice is that the performance of a person or team is measured by the results they contribute to the organization in line with the roles and responsibilities assigned to them.

Situational and external elements within the organization and the environment surrounding employees can have a significant impact on performance. Employees' knowledge, abilities, and skills, as well as their attitudes and behavior at work, can all impact their performance. Most people think of performance as the efficacy of a person in achieving a goal. Depending on the nature of the work and the individuals involved, high performance can be defined in a variety of ways.

Performance, according to (Robbins, S.P. and Judge, 2017) "includes effectiveness and efficiency as a measure." The term "effective" refers to the degree to which the desired results are realized, while "efficiency" refers to the results achieved relative to the resources expended. (Nasution & ., 2021) described employee performance as the extent to which a person has played a role in implementing organizational strategies in achieving certain goals with individual roles by demonstrating their competencies, which are declared relevant by the organization.

Work performance is something that is done or service products produced by individuals or collectively, as described above (Sedarmayanti, 2017). According to research (Priansa, 2018), performance is the act of carrying out and perfecting an activity in accordance with responsibilities and the expected results, and in essence, performance is an achievement made by someone in

carrying out their responsibilities or work in accordance with the standards and criteria set for that job.

As a result, monitoring performance and offering constructive criticism is critical to future success. The purpose of performance appraisal is to assess the effectiveness of a person, team, or entire organization. By focusing on the organization's own strategy, this exercise makes it easier for management to reward the efforts of staff members. What employees do or don't do determines their performance, which in turn determines their value to the company. (Ngwa et al., 2019).

Based on the theories put forward, it appears that performance is the end result of effort (output), which is influenced by extrinsic (through the environment) and intrinsic (individual) factors. Using theory (Sulistiani, 2016), the following indicators can be used to evaluate employee performance as follows: achievements, responsibility, work discipline, cooperation, and obedience.

RESEARCH METHOD

Object of Research

The study was carried out at a construction firm in Bandar Lampung, Lampung Province.

Population and Sample

More than 1.00 persons were included in the population of this study; they were all workers at a Bandar Lampung-based construction service company. The Slovin formula is used for probability sampling in this investigation. Thirty-nine workers will make up the research sample.

Data Types and Sources

In this work, we use a quantitative research model with survey techniques, in particular, a problem-solving model that provides a numerical description and analysis of the problem at hand. Moderation Regression Analysis (MRA) is used to assess the significance of the moderating variable in this study. In this study, the variable "work motivation" (Z) acts as a moderator. Questionnaires were created from each of the research variables and given to participants so they could be surveyed about their thoughts on the research. This method involves making direct visits to research subjects.

Variable Measurement

Employee performance (Y) is the dependent variable, while knowledge (X_1) and work experience (X_2) are the independent factors; work motivation (Z) is a moderating variable.

Method of Collecting Data

The data collection method used in this study was a questionnaire using a Likert scale.

Data Analysis Technique

Instrument tests, moderated regression analyses, tests of adjusted R squares and R squared, F tests, and t tests were utilized to analyze the data and draw conclusions for this study. This article explores the moderating role of work motivation in the relationship between employee knowledge and experience and their performance on the job. Employee responses to surveys administered by construction service companies in Bandar Lampung serve as the data source.

RESULTS AND DISCUSSIONS

A Partial Knowledge Hypothesis Test (X_1) On Performance (Y)

The impact of knowledge on worker performance was studied, and the resulting data is presented below.

Table 1. Result Hypothesis Test of the Influence of Knowledge on Performance

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	12,722	2,620		4,857	,000
	Knowledge	,771	,043	,892	17,719	,000

a. Dependent Variable: Performance

The results of the t test show a value of 17.719. Based on the results of the t test, the t value is 17.719 when compared to the level. Because tcount = 17.719 and ttable = 1.688 at a significance level of 5%, the following conclusions can be drawn: Knowledge received (X₁) influences employee performance characteristics (Y).

Consequently, X₁ (knowledge) influences (performance) (Y). The relationship between X₁ (knowledge) and Y (employee performance) is best described by the regression equation $Y = 12.722 + 0.771 X_1$. This shows that for every increase of one point in X₁, performance will increase by 0.771, and PT. Widya Pratama Perkasa will be the last.

The foregoing studies show that knowledge has the following coefficient of determination on worker productivity:

Table 2. Result Coefficient of Determination of Knowledge on Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,892 ^a	,795	,792	1,67334

a. Predictors: (Constant), Knowledge

R² = 0.795 multiplied by 100 to get a KD of 79.5% It can be concluded that changes in the employee variable Y can be explained by the knowledge variable (X₁) at PT Widya Pratama Perkasa, which contributes 79.5% of the variance; the rest can be accounted for by factors beyond the scope of this analysis.

A partial hypothesis test of work experience (X₂) on employee performance (Y)

The following are the t-test results regarding the correlation between years of experience on the job and productivity at work (X₂):

Table 3. Result Hypothesis Test Work Experience on Performance

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	17,051	2,500		6,821	,000
	Work Experience	,701	,042	,882	16,840	,000

a. Dependent Variable: Performance

The calculated t value of the t test is 16.840. It was concluded that the assumption of work experience (X₂) has an effect on employee performance (Y), and t count (16.840) is greater than t table (1.688) at a significance level of 0.05.

Work experience (X₂) is known to have a significant effect on employee performance (Y) with the regression equation $Y = 17.051 + 0.701X_2$, which means an increase in performance of 0.701 points for every increase of 1 point X₂.

Table 4. Result Coefficient of Determination of Work Experience on Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,882 ^a	,778	,775	1,74166

a. Predictors: (Constant), Work Experience

KD = R² = 0.778 x 100% = 77.8 percent. The results showed that the work experience variable (X₂) contributed 77.8% to variations in employee performance variables (Y), which is fairly good.

Moderation Regression Analysis (MRA) Knowledge (X1) on Employee Performance (Y) with Work Motivation (Z) as Moderation

Using SPSS 21, we conducted a Moderation Regression Analysis (MRA) to determine the impact of employee knowledge (X1) and work experience (X) on performance (Y), with work motivation (Z) serving as a moderator.

Table 5. Result Regression Analysis 1 before Moderation

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1	(Constant)	12,722	2,620		4,857	,000
	Knowledge	,771	,043	,892	17,719	,000

a. Dependent Variable: Performance

It is known that the significance value of knowledge is 0.000 (0.05), so it can be concluded that knowledge affects employee performance.

The foregoing studies show that knowledge has the following coefficient of determination on worker productivity

Table 6. Results Coefficient of Determination knowledge on employee performance are as follows

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,892 ^a	,795	,792	1,67334

a. Predictors: (Constant), Knowledge

It is known that the R-Square value is 0.795, which means that the contribution of the influence of knowledge on employee performance is 79.5%.

The following are the calculated findings of a Moderation Regression Analysis (MRA) of the impact of Knowledge (X1) and Work Experience on Employee Performance (Y), with Work Motivation (Z) serving as Model 2 Moderation.

Table 7. Result Regression Analysis 2 after Moderation

Model	Coefficients ^a				T	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1	(Constant)	44,694	15,701		2,847	,006
	Knowledge	1,685	,348	1,949	4,840	,000
	Work Experience	,129	,211	,163	,612	,005
	Motivation	,872	,263	1,032	3,310	,001
	Knowledge*Motivation	,016	,004	2,187	3,789	,000

a. Dependent Variable: Performance

The table above explains that the significance value of the interaction variable between knowledge and work motivation is 0.000 (0.05), and it is concluded that work motivation is able to moderate the influence of knowledge on employee performance. The data in the table above show that work motivation plays a moderating role in how hard people try while they're on the clock for construction service firms in Bandar Lampung. Following moderation, the following factors were found to have the most impact on employee performance based on the aforementioned research:

Table 8. Result Calculation of the Coefficient of Determination for Model 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,911 ^a	,830	,821	1,55450

a. Predictors: (Constant), Knowledge*^aMotivation, Work Experience, Motivation, Knowledge

The R-Squared score is 0.830, which indicates that 83% of employees' performance is due to their knowledge and skills at work. The effect of knowledge on worker productivity is strengthened if the second moderator element (work motivation) is introduced. The data in the table above show that in construction service companies in Bandar Lampung, work motivation moderates employee performance by 3.5 percentage points, from 79.5 to 83%.

The results showed that the level of expertise of PT. Widya Pratama Perkasa is above average. The effect of knowledge on worker productivity is measured using the t test. A value of 17.719 is obtained, which is greater than the t table value of 1.688, which indicates that the null hypothesis is rejected. Knowledge has a 79.5% R2 as a predictor of performance at work. At PT. Widya Pratama Perkasa, an increase of 1 point in the knowledge variable was found to increase the employee performance variable by 0.771 points using the regression equation $Y = 22.584 + 0.771X1$. Therefore, it is estimated that 79.5% of PT. Widya Pratama Perkasa can be related to the level of employee expertise. This is in accordance with the findings from research (Suhartini, 2015) entitled "The Influence of Employee Knowledge, Skills, and Capabilities on Employee Performance" (Studies in the Leather Craft Industry in Manding, Bantul, and Yogyakarta). Based on the findings of this study, it is clear that the level of knowledge, skills, and abilities of individuals together have a major impact on productivity in the workplace.

PT. Widya Pratama Perkasa's work is considered quite satisfactory. When we use the t-test to partially test the hypothesis, we get a t-count of 16.840 and a > t-table of 1.688. Work experience (X2) has an R2 of 77.8% in predicting worker output (Y). Work experience has a positive correlation with employee performance, as indicated by the regression equation $Y = 17,051 + 0,701$. This means that for every increase of one point in work experience, the employee's performance will increase by 0.701. The 77.8 percent increase in productivity can be attributed to a combination of factors, including work experience. In line with the findings of the Effect of Knowledge, Education, and Work Experience on the Performance of BPRS Muamalat Harkat Sukaraja Employees (Wahyuni, 2020). The results showed that the X1 value for partial knowledge was significantly different from zero at the 0.05 level, the X2 value for education was significantly different at the 0.05 level, and the X3 value for work experience had an effect on the performance of BPRS Muamalat Harkat Sukaraja employees at the 0.05 level.

Given the significance value of 0.000 (0.05) for the interaction variable between knowledge and work motivation, it can be concluded that work motivation is able to mitigate the effect of knowledge on employee performance. The R-Squared value of 0.830 indicates that knowledge has an effect on performance to the tune of 83% of the variance. After controlling for the moderating variable (work motivation), it can be concluded that the knowledge variable has a stronger influence on worker output when combined with the other two variables.

CONCLUSION

Based on the data analysis and discussion in the previous chapter, the following conclusions can be drawn knowledge affects the performance of employees at construction service company in Bandar Lampung to the tune of 79.5%, and the remaining 20.5% is influenced by other variables not examined in this study. Work experience affects the performance of employees at construction service company in Bandar Lampung to a degree of 77.8%, and the remaining 22.2% is influenced by other variables not examined in this study. The moderating variable (work motivation) can strengthen the influence of the knowledge variable on employee performance at construction service company in Bandar Lampung is 83%, and the remaining 17% is influenced by other variables not examined in this study.

Time constraints mean that the study's limited sample size is not representative (the general rule of thumb is 100 samples). Since only one construction service provider was included in the sample, its results should not be extrapolated to the industry as a whole. More extensive sampling will be used in future studies to ensure that findings are truly representative of the community at large. In the future, researchers may identify and describe other independent variables connected to increasing employee performance in organizations or firms.

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