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The Effect Of Competence, Compensation, And Work Experience On Employee Performance Through Motivation At PT. Sentral Mandiri In Sidoarjo

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Abstract

This study aims to analyze the effect of competence, compensation, and work experience on employee performance at PT. Sentral Mandiri in Sidoarjo, both directly and through work motivation as a mediating variable. The research employs a quantitative approach using explanatory research methods to explain causal relationships among variables. The research design is causal, focusing on testing the direct and indirect effects of independent variables on employee performance. The population of this study consists of all 89 employees of PT. Sentral Mandiri in Sidoarjo, and the entire population was used as the research sample through a census method. Primary data were collected using a Likert-scale questionnaire and analyzed using Partial Least Squares (PLS) with Smart PLS 3.0 software, as the research model is causal and recursive. The results indicate that competence, compensation, and work experience have a positive direct effect on employee performance. Competence contributes to enhancing employees' knowledge, skills, and abilities, thereby improving their performance. Fair compensation encourages employee motivation and positively affects work outcomes, while work experience increases employees' ability to face job challenges, leading to higher performance. In addition to the direct effects, work motivation was found to mediate the relationship between competence and compensation on performance, but it did not mediate the effect of work experience. In other words, improvements in competence and compensation not only directly impact performance but also indirectly enhance it through work motivation. Conversely, work experience directly affects performance, but work motivation does not serve as a significant mediator.

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Keywords: Competence, Compensation, Work Experience, Work Motivation, Employee Performance

INTRODUCTION

Employee performance is a critical aspect of achieving a company's strategic objectives. Good performance reflects optimal individual and team productivity, enhances service quality, and supports organizational growth. According to Anwar (2020), companies that wish to maintain their competitiveness must be able to manage human resources effectively, including through improving competence, providing appropriate compensation, and leveraging employees' work experience. Optimal performance also enables companies to respond quickly to market changes, foster innovation, and maintain customer satisfaction.

One factor influencing performance is employee competence. Competence encompasses knowledge, skills, attitudes, and technical abilities that an individual possesses to perform tasks. Competent employees can work more effectively, make appropriate decisions, and adapt to dynamic situations. Arifin, Putra, & Hartanto (2019) emphasize that competence plays a significant role in determining performance quality, as employees whose abilities align with job demands tend to be more productive and responsible for their work outcomes. In addition to competence, compensation is an equally important factor. Compensation includes basic salary, allowances, bonuses, and additional benefits received by employees. Fadilah & Purwanto (2022) state that fair and proportional compensation relative to workload can increase satisfaction, motivation, and employee loyalty. Conversely, inadequate compensation can reduce work enthusiasm and increase turnover. This indicates that companies need to design a compensation system that is not only competitive but also capable of motivating employees to achieve their best performance.

Work experience also has a significant impact on performance. Work experience refers to the length of time an individual has worked and the knowledge gained from that experience. Astarman, Iskandar, & Suharmiyati (2024) found that employees with broader experience tend to solve problems more effectively, make more accurate decisions, and handle job challenges better. Employees' work experience enables the company to build a more productive and adaptive team in response to changes in the work environment.

In this context, PT. Sentral Mandiri, a contracting company operating in Sidoarjo, serves as a relevant case study. The company sets ambitious performance targets each year to ensure projects are completed on time, maintain work quality, and uphold client satisfaction. Based on Figure 1.1: Graph of Performance Targets and Achievements at PT. Sentral Mandiri in Sidoarjo, although performance targets were consistently set at 100%, actual

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performance declined from 98% in 2023 to 95% in 2024, and only 91% in 2025. This decline indicates internal issues affecting the achievement of targets.

These issues may stem from individual factors, such as variations in competence, differences in work experience, and dissatisfaction with the compensation system. Arifin, Putra, & Hartanto (2019) highlight that differences in employee competence can cause imbalances within teams, impacting the quality and speed of task completion. At PT. Sentral Mandiri, there is an indication that some employees lack the skills required for project demands, leading to delays and inconsistencies in work outcomes.Work motivation is also a significant challenge. Without strong motivation, employees tend to work only to meet minimum requirements rather than striving for optimal targets. Mardiana, Kasmir, & Safuan (2021) demonstrate that competence and compensation can influence performance through motivation, suggesting that companies need strategies to enhance motivation, whether through financial incentives or recognition of work achievements.

Furthermore, employees' work experience can be leveraged as an important asset to improve team effectiveness. Lubis, Situmorang, Tarigan, & Sembiring (2022) assert that work experience allows employees to understand work procedures, resolve problems more quickly, and make better decisions. PT. Sentral Mandiri can utilize senior employees' experience to mentor new staff, creating more efficient and consistent work processes.The decline in performance achievements may also indicate a mismatch between management's targets and employees' current capabilities. Astuti (2020) states that employee performance results from the interaction between individual factors, such as competence and experience, and organizational factors, such as compensation systems, coordination, and motivation. Therefore, companies must balance ambitious targets with employees' actual capabilities. Moreover, declining performance trends can affect project quality, client satisfaction, and the company's reputation. Fadilah & Purwanto (2022) emphasize that employee dissatisfaction with compensation or an imbalanced workload can reduce productivity, increase errors, and lead to customer dissatisfaction. Consequently, it is essential for PT. Sentral Mandiri to evaluate factors causing discrepancies between targets and actual performance.

Based on this analysis, this study aims to examine the effect of competence, compensation, and work experience on employee performance at PT. Sentral Mandiri in Sidoarjo, considering the decline in performance from 2023 to 2025. This research is expected to provide practical contributions for the company in designing human resource management strategies, including competence training, a fair compensation system, and the utilization of employees' work experience to enhance performance target achievement.

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LITERATURE REVIEW

Competence

The theory used regarding employee competency in this study is Competency Theory , which was developed by Richard Boyatzis in 1982. This theory focuses on understanding the skills, attitudes, and knowledge needed to achieve superior performance in a job or role. (Fariyani & Pertiwi, 2021) . Boyatzis defines competence as a combination of knowledge, skills, and individual attributes that create effectiveness at work (Fadilah & Purwanto, 2022) . In other words, competence encompasses not only technical skills but also interpersonal and managerial abilities that influence how a person operates in a work environment (Fariyani & Pertiwi, 2021) .

The dimensions of competence according to human resource theory encompass various aspects that an individual must possess to succeed in their tasks. According to Competency Theory, these dimensions can be divided into two main categories: technical competence and behavioral competence (Jannati & Suhermin, 2020) . Technical competence encompasses the specific skills and knowledge required to perform a particular task, while behavioral competence relates to how individuals interact with others, how they manage their emotions, and how they react to various situations. (Resi & Djakaria, 2020) . Research by Ibidunni shows that the combination of these two dimensions is very important in the organizational context to achieve strategic goals and improve overall performance (Sutianah, 2021) .The influence of competency on employee performance is significant, as demonstrated by research by Krisnawati and Bagia, who found that work competency has a significant positive impact on employee performance (Fajar, 2019) . Therefore, continuous competency development through training and human resource development is a necessity for organizations to maximize employee performance and achieve competitive advantage (Widodo & Yandi, 2022) .

Compensation

Basically , humans Work For reach objective his life , good That For fulfil need basic , achieve stability economy , as well as realize objective more personal large (Arifin et al., 2019) . Compensation This play role important in increase motivation employees , motivating they For contribute more many , and maintain loyalty they to organization . (Widodo & Yandi, 2022) Giving compensation No only just confession on performance that has been achieved by employees , but it is also one of the method For motivating employees to continue achievers . According to Hariyanti, (2020) compensation given with consider fair and reasonable standards reason . Compensation This given as reward For efforts that have been done by employees in reach objective organization , good That objective term short

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and term long . Compensation can in the form of compensation direct like wages monthly , annual bonus , or commission , as well as compensation No direct like facility company , benefits health , and insurance . (Azhari and Pertiwi., 2024)

Compensation also becomes effective tool in increase performance employees . (Guspa & Rahmi, 2019) state that company will allocate budget finance For give awards and allowances to employee as effort For push they reach greater achievements high . According to Kainde et al., (2022) award financial own two form main : compensation direct and indirect directly . In overall , compensation play very important role important in modern organizations. Giving appropriate and fair compensation (Prajodi & Amalya, 2024)

Work experience

The theory used regarding work experience in the context of human resource management is the Work Experience Theory *developed* by David Kolb. Kolb argues that work experience is the basis for acquiring knowledge and skills through a learning process that involves reflection and practical application. (Tarwiyah & Parma, 2022) . According to this theory, work experience is defined as all experiences a person gains while interacting with their work environment, encompassing various aspects such as tasks and responsibilities, challenges, and social interactions in the workplace. This experience is considered essential because it can shape an individual's competencies and influence their future work performance. (Purba et al., 2021) .

The influence of work experience on employee performance is significant, as revealed by Tarigan et al., who found that work experience positively impacts employee performance (Lubis et al., 2022) . Employees with longer work experience tend to have a better understanding of the procedures, policies, and practices applicable in the organization, which makes them more efficient in completing assigned tasks. Furthermore, work experience also contributes to the development of soft skills, such as communication and leadership skills, which are important in improving overall team performance (Yunus & Rocdianingrum, 2023) . Therefore, companies should focus on developing employee work experience through training, projects, and career development opportunities to improve individual and overall organizational performance. (Jayanti & Dewi, 2021)

Work motivation

The theory used regarding work motivation in the context of management is the Two-Factor Theory of Motivation or Herzberg's Theory, developed by Frederick Herzberg in the early 1950s. This theory claims that there are two groups of factors that influence job satisfaction and dissatisfaction: motivator factors and hygiene factors. Motivator factors , such as

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achievement , recognition , responsibility answer , and opportunity For developing , tending increase satisfaction Work . On the other hand , hygiene factors , such as salary , conditions work and policies company , if No fulfilled , can cause dissatisfaction but No increase motivation (Purwanto, 2023) . Therefore that , Herzberg defines motivation Work as a triggering process individual For try reach greater achievements good , which is based on factors intrinsic and extrinsic . (Sari & Anwar, 2021) Motivation intrinsic originate from in self individuals , for example , a sense of achievement , pride , and opportunity For learning ; whereas motivation extrinsic originate from factor external like salary , incentives , and recognition from superiors . Research show that combination between second dimensions This very important For create environment productive and motivating work employee For reach performance The best . (Yuliantari Dewi & Ardana, 2022)

Influence motivation Work to performance employee very significant . As explained by Widiana and Heryanda , motivated employees tend show level greater productivity taller and taller committed to work they (Astarman et al., 2024) . Motivation Work can increase level discipline and satisfaction work , which in turn impact positive to performance in a way overall . Besides that , the factors that influence motivation Work can varies , includes environment work , compensation , interpersonal relationships , and policy organization (Mustaqimah et al., 2022) .

Employee performance

The theory used to understand employee performance in this study is Employee Performance Theory, introduced by Edwin A. Locke and Gary P. Latham through Goal Setting Theory. This theory was first developed in the 1960s and remains one of the most influential approaches to understanding and improving individual performance within an organization (Nugroho & Amirudin, 2022). Locke and Latham argue that setting clear, specific, and challenging goals plays a crucial role in motivating individuals to perform optimally. (Herlambang et al., 2023) . This theory is based on the assumption that individuals have a natural tendency to work better when they have clear goals, compared to when they work without specific direction (Anwar, 2020) .

According to Locke and Latham, employee performance can be defined as the work results achieved by individuals or groups within an organization based on the quality and quantity of work performed (Irfania & Rini, 2025) . In other words, performance describes a person's level of success in achieving predetermined work targets. (Azhari and Pertiwi (2024) . Clear and challenging work goals not only provide direction for employees but also increase their motivation and commitment to completing assigned tasks (Purwanto et al., 2022) . When individuals are given specific and realistic targets, they are more likely to

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focus, develop effective strategies, and increase their fighting spirit in completing their tasks. (Premesti & Yuniningsih, 2023) .

One of the main principles of Goal Theory is that specific and challenging goals tend to result in better performance than goals that are too general or easy to achieve. (Samprastyo et al., 2021) . Clarity of goals means that the targets set must be specific, measurable, and have a clear time limit to be more effective than vague or unfocused goals. (Herlambang and Pertiwi 2023)

RESEARCH METHODS

This study uses a quantitative approach with explanatory research methods to explain the causal relationship between independent, mediating, and dependent variables. The focus of the study is to analyze the influence of competence, compensation, and work experience on employee performance, with work motivation as a mediating variable at PT. Sentral Mandiri in Sidoarjo. Primary data were collected through a questionnaire with a Likert scale, and analyzed using Partial Least Squares (PLS).

Subhaktiyasa, (2024) explain that population is a generalization area consisting of on object or subjects who have quality and characteristics certain conditions determined by researchers to be studied and then withdrawn conclusion . Population in study This is all over employees at PT. Sentral Independent in Sidoarjo as many as 89 employees .

Samples taken from population must true, true representing (*representative).* While sample in study This is total sample or all over member population . This is due to research conducted is study census Where method This valid If member population relatively small or easy reachable . So amount samples in research This are 89 employees of PT. Sentral Independent in Sidoarjo

Data used in study This analyzed with use approach *Partial Least Square* (PLS) with help tool smart PLS 3.0 analysis . Analysis with approach This is analysis of a nature quantitative and selected because of the model used in study This is connection causality and nature recursive that is only have connection One direction and not can connection reciprocal . (Ghozali, 2021) . Steps deep data analysis PLS approach is as following :

1. Designing a structural model (*inner model*) , namely a model that connects between variables latent .
2. Designing a measurement model (*outer model*) , namely a model that connects indicator with variables latent .

Hypothesis testing done For know influence between variables independent and dependent , with consider variables moderation . Testing This compare path coefficient value

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with T table for interesting conclusion . Hypothesis it is said significant If t - value more big from t table in degrees freedom of 1% or 5%, and not significant if t count more small from t table in degrees 10% freedom for testing hypothesis One direction (one-tailed) with alpha 5%, hypothesis accepted If T-statistic value ≥ 1.96 and p-value < 0.05.

RESEARCH RESULTS AND DISCUSSION

Characteristics Respondents

Characteristics demographic respondents summarized in the table:

Table 1. Characteristics Respondents

Profile	Amount	Percentage (%)
Age		
< 25 years	7	7.9
25–34 years	39	43.8
35–44 years	29	32.6
45–54 years	14	15.7
Total	89	100.0
Type Sex		
Man	63	70.8
Woman	26	29.2
Total	89	100.0
Length of work		
< 1 year	7	7.9
1–3 years	15	16.9

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Profile	Amount	Percentage (%)
4–6 years	22	24.7
7–10 years	9	10.1
> 10 years	36	40.4
Total	89	100.0

Based on Table 1, characteristics demographic respondents show that majority respondents aged between 25–34 years (43.8%), followed by the group aged 35–44 years (32.6%). Distribution type sex relatively balanced , with 70.8% male and 29.2% female . In terms of education , some big respondents own title Bachelor's degree (S1), namely 78.7%, while 13.5% have high school/vocational school education , and 4.5% have title Postgraduate . Based on length of service , some big respondents (40.4%) have experience Work more of 10 years , which reflects level high loyalty and experience in the company , followed by those who have experience work 4–6 years (24.7%).

Reliability and Validity

Table 2. *Composite reliability* and *Cronbach Alpha* tests

	Composite Reliability	Average Variance Extracted (AVE)
Performance Employee (Y)	**0.883**	**0.603**
Compensation (X2)	**0.847**	**0.582**
Competence (X1)	**0.888**	**0.667**
Motivation (Z)	**0.853**	**0.539**
Experience Work (X3)	**0.851**	**0.657**

Source : smart-PLS output (2025).

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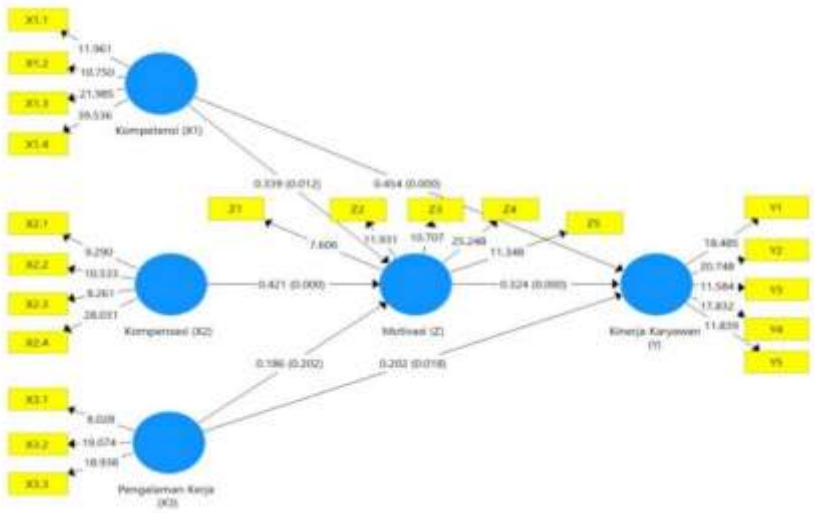
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Based on Table 2. the results of the Composite Reliability and Average Variance Extracted (AVE) tests show that all variables in study This own good reliability and validity . Composite Reliability Value for each variables , such as Performance Employees (0.883), Compensation (0.847), Competence (0.888), Motivation (0.853), and Experience Work (0.851), all more tall from threshold the recommended limit (0.7), which indicates good internal consistency . In addition that is , an AVE value that exceeds 0.5 for every variables , such as Performance Employees (0.603), Compensation (0.582), Competence (0.667), Motivation (0.539), and Experience Work (0.657), indicates adequate validity . With Thus , the instrument study This reliable and valid for measure variables studied .

Hypothesis Testing

Hypothesis testing done For determine influence direct and indirect direct between variables research . For conclude whether hypothesis accepted or rejected , used p -value at the level significance α = 5% or 0.05. If p -value < 0.05, then H0 is rejected , which indicates existence influence . On the other hand , if p value > 0.05, then H0 is accepted , which shows No existence influence .

Figure 1. Bootstrapping output with P- Value



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Table 3. *Hypothesis Testing Influence Direct*

	Original Sample	T Statistics	P Values	Information
Competence (X1) -> Performance Employee (Y)	0.454	5,440	0,000	Accepted
Compensation (X2) -> Performance Employee (Y)	0.393	4,820	0,000	Accepted
Experience Work (X3) -> Performance Employee (Y)	0.202	2,376	0.018	Accepted

1. Competence influential significant and positive to performance PT. Sentral employees Independent in Sidoarjo . This result can accepted with a path coefficient of 0.454 and a P-Value of 0.000 which is greater small from 0.05, so that show existence significant (positive) influence .
2. Compensation influential significant and positive to performance PT. Sentral employees Independent in Sidoarjo . This result can accepted , with a path coefficient of 0.393 and a P-Value of 0.000 which is more than small of 0.05, which indicates influence significant (positive).
3. Experience Work influential significant and positive to performance PT. Sentral employees Mandiri in Sidoarjo . With a path coefficient of 0.202 and a P-Value of 0.018, which is more small from 0.05, the result This show existence influence significant (positive).

. Table 4. Path CoefficientsT -Values, P-Values

	Original Sample	T Statistics	P Values	Information
Compensation (X2) -> Motivation (Z) -> Performance Employee (Y)	0.136	2,362	**0.019**	**Accepted**

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Competence (X1) -> Motivation (Z) -> Performance Employee (Y)	0.110	1,967	**0.050**	**Accepted**
Experience Work (X3) -> Motivation (Z) -> Performance Employee (Y)	0.060	1,302	**0.194**	**Rejected**

Source : Appendix 3, Data processing results

1. Compensation influential significant and positive to performance PT. Sentral employees Independent in Sidoarjo through motivation . This result can accepted with a path coefficient of 0.136 and a P-Value of 0.019 which is higher small from 0.05, so that show influence significant (positive) or There is influence mediation .
2. Competence influential significant and positive to performance PT. Sentral employees Independent in Sidoarjo through motivation . This result can accepted , with a path coefficient of 0.110 and a P-Value of 0.050 which is more small or The same with 0.05, which shows influence significant (positive) or There is influence mediation .
3. Experience Work No influential significant to performance PT. Sentral employees Independent in Sidoarjo through motivation . With a path coefficient of 0.060 and a P-Value of 0.194, which is more big from 0.05, the result This No can accepted Because No show influence significant or mediation .

Discussion

Influence Competence To Employee performance

Based on results data analysis , competency proven influential positive and significant to performance employees at PT. Sentral Independent in Sidoarjo . Findings This confirm that performance employee very influenced by the level the competencies they have have , which includes ability technical , knowledge product banking sharia , skills communication with customers , as well as ability in management risk and operations system information banking . Training program annual activities carried out by the company , which include module like service customers , management risks , and use technology banking latest , play a role important in increase competence employees . Interview results with manager branch show that trained employees tend more believe self , more fast in finish transactions , and more effective in give solution for customers . In other words, training This contribute direct to improvement performance branch , with reduce error operational and improve efficiency transactions .

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Long working hours also play a role in strengthen competence employees at PT. Sentral Independent in Sidoarjo . The majority employee company This own experience Work more of 10 years , which reflects loyalty and commitment tall to company . Experience long This allows they For understand with deep procedure operations , internal policies , and culture organization . Besides that , experience This increase ability adaptation and adoption decision , which is very important in environment dynamic work . Findings This is also supported by various study previously shown that competence relate close with performance . Competent employees tend more motivated For finish task with good and ready face tasks complex . In context this , competence become factor determinant quality service to customers and operational target achievement company . Improvement competence employee No only increase performance individual , but also strengthening performance organization in a way as a whole , making it investment strategic for company

Influence Compensation To Performance Employee

Based on results data analysis , compensation proven influential positive and significant to performance employees at PT. Sentral Independent in Sidoarjo . Increasingly Good compensation received employees , increasingly tall motivation and performance they in operate task daily basis . Compensation provided covers wages principal , allowance performance , incentives based achievements , as well as annual bonuses . Policy compensation company designed For fair , transparent , and competitive . Interview results with manager branch show that employees who receive bonuses or incentive performance tend more motivated For increase efficiency and quality service customers . On the other hand , if compensation felt No comparable with contribution , motivation employee Can decrease .

Majority employee company have a working period more from 10 years , shows high loyalty and commitment . Experience long work help employee understand mechanism compensation and linking award financial with achievement they . Findings This support study previously shown that fair compensation increase satisfaction work , loyalty , and performance . In context Theory Campbell's 3 Factor Model Performance , compensation play a role as factor driving motivation employee For reach optimal results . Combination between experience work and policy good compensation create effective synergy in increase performance employee in a way overall .

Influence Experience Work to Performance Employee

Based on results analysis , experience Work proven influential positive and significant to performance employees at PT. Sentral Mandiri in Sidoarjo . The longer the

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employee work , more and more big his contribution to achievement performance company . Experience Work help employee understand procedure operational , policy , and culture organization with more Good . On-the-job training and mentoring programs in the company support improvement experience work , where senior employees often become reference for employee new in finish problem complex . More employees experienced tend more efficient , accurate , and capable give the right solution .

Besides that , experience Work increase ability taking decisions , especially in matter management risk and analysis eligibility customers . Experienced employees more capable predict potential problems and solve them task with quality high . Findings This consistent with theory performance that states that experience Work increase ability individual and readiness they face challenge job . With thus , experience Work No only increase performance individual , but also strengthening effectiveness teams and organizations in a way overall .

Influence Competence to Performance Through Motivation Work

Based on results data analysis , found that Competence influential to Performance Employee through Motivation Work . This result show that competence employees , which includes skills , knowledge , and abilities , not only influence performance they in a way directly , but also has role important in increase motivation work which in turn contribute to the improvement performance organization . At PT. Sentral Mandiri in Sidoarjo , company has apply various training and development programs competencies that are not only focused on improving skills technical , but also on the formation attitudes and patterns think positive that supports motivation Work employee.Program designed training For increase competence employees , such as skills workshops banking sharia and development programs leadership , in a way No direct increase motivation Work they . When employee feel that they Keep going grow and have more capabilities Good in operate task they , they tend feel more believe self - motivated For Work with more good . Therefore In addition , the company also integrates strategy awards and recognition to achievement successful individuals and teams show improvement competence as well as results satisfactory performance .

This result in accordance with study Mudayana & Suryoko (2016), who found that motivation Work can become variables mediation in connection between competence and performance employees . Therefore that , PT. Sentral's policy Mandiri in Sidoarjo which emphasizes development competence equipped employees with improvement motivation Work proven effective in repair performance individual and team.

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Influence Compensation to Performance Through Motivation Work

Based on results data analysis , found that Compensation influential to Performance Employee through Motivation Work . This result show that compensation received employee No only impact directly on performance them , but also in a No direct through improvement motivation work . At PT. Sentral Independent in Sidoarjo , policy giving competitive salary , incentives based performance , annual bonuses , and allowance welfare has designed For ensure that employee feel valued in accordance with the contributions they make give .

Giving appropriate and fair compensation push employee For Work more maximum , because they realize that business and performance they will recognized and appreciated . Besides that , competitive compensation also increases loyalty employees , reducing turnover rate , as well as create environment more work productive and harmonious . In other words, motivation Work become factor intermediary connecting compensation with performance employees ; employees who are motivated by adequate rewards tend show productivity and quality more work high.Results This in accordance with study Subchanifa (2022), which shows that compensation own influence to performance employee through motivation work . Besides that , Samsir (2019) found that high compensation give influence significant to motivation Work employees , who ultimately impact on increasing performance . With Thus , the policy compensation applied by PT. Sentral Independent in Sidoarjo proven effective No only in increase motivation work , but also in push performance employee in a way overall .

Influence Experience Work to Performance Through Motivation Work

Based on results data analysis , found that experience Work No influential to performance employee through motivation work at PT. Sentral Independent in Sidoarjo . This result show that duration experience work owned a employee No in a way automatic increase motivation in work , so that No impact significant on performance . This is can happen Because organization more emphasize factor others , such as awards , recognition , and interpersonal relationships , rather than solely on duration experience work . In other words, even though employee own experience long enough work , thing the No ensure they more motivated If aspect psychological a feeling of being appreciated and recognized No fulfilled.No its influence experience Work to performance through motivation Work show that quality motivation at PT. Sentral Independent in Sidoarjo more influenced by climate supportive work and the existence of confession from superior and colleague work , not from duration experience possessed employee .

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This result No in accordance with study Salsabila (2022) entitled The Influence of Education Level and Experience Work to Performance Motivation - Mediated Employee Engagement at PT. Sumber Karindo Sakti. Research the show that experience Work influential to performance employee through motivation work ; increasingly Lots experience possessed a employees , increasingly tall his motivation in work , which in the end increase productivity and quality Work .

CONCLUSION AND SUGGESTION

Conclusion

Based on results study about influence Competence , Compensation , and Experience Work to Performance Employees of PT. Sentral Independent in Sidoarjo , good in a way direct and through motivation work , can concluded as following :

1. Competence can give contribution in increase performance employees . This is show that improvement knowledge , skills , and abilities employee in a way direct increase performance they in carry out duties and responsibilities answer .
2. Compensation can give contribution in increase performance employee . Giving fair and appropriate compensation with contribution employee capable push employee For Work more maximum , increase motivation , as well as influence results Work in a way positive .
3. Experience Work can give contribution in increase performance employee . The longer the experience work owned employees , increasingly Good ability they in face challenge work , so that performance increase .
4. Competence can give contribution in increase performance employee through motivation Work . Improvement competence employee No only impact directly , but also increase motivation next work push improvement performance .
5. Compensation can give contribution in increase performance employee through motivation Work . Motivation Work become a mediator who strengthens influence compensation to performance , so that policy proper compensation can increase performance in a way No direct .
6. Experience Work No can give contribution in increase performance employee through motivation work . This is show that motivation Work No mediate influence experience Work to performance , although experience Work still influential direct to performance employee .

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Suggestion

Based on results research and conclusions that have been is presented , then can given some suggestions as following :

1. PT. Sentral Independent in Sidoarjo need Keep going conduct structured training and development programs for employees . Relevant training with field work , such as mastery technology banking sharia , skills communication , as well as management risk , will the more strengthen competence so that performance can Keep going increase .
2. Giving compensation should consider aspect justice and appropriateness with burden Work and achievement performance . The company can designing system compensation based performance -based compensation so that employees more motivated For achieve the set targets .
3. Employees who have experience Work long should involved in mentoring activities or share experience with employee new . With Thus , the transfer of knowledge and skills can walk effective , and experience Work become important capital in increase performance team in a way overall .
4. Because of motivation proven mediate influence competence and compensation to company performance need create environment supportive work , good from aspect atmosphere work , relationships between employees , as well as opportunity development career . This is will push motivation intrinsic and extrinsic employee For Work more optimal.
5. For researchers next , it is recommended For explore variables other potential mediations influence connection between competence , compensation , and experience Work to performance employee besides motivation , such as satisfaction work , commitment organization , or employee engagement .

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