

The Impact of Work Experience and Compensation on Employee Performance in a Growing Company

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Abstract

This study examines the relationship between work experience, compensation, and employee performance in growing companies. Using a quantitative approach and survey design, the research involved 100 technology, retail, and manufacturing employees. Data was collected through a questionnaire covering work experience, compensation, and employee performance. Descriptive analysis results show that most respondents have work experience relevant to their current job and are satisfied with the compensation received. However, there is variation in productivity and work quality. This study tests the simultaneous influence of work experience and compensation on employee performance through multiple linear regression analysis. The regression results indicate that work experience has a more significant impact on employee performance than compensation. Additionally, normality and multicollinearity tests confirm that the data meets the necessary assumptions for regression analysis. The findings clearly show the factors influencing employee performance in growing companies. Company management may consider enhancing compensation and offering more experience-based training to support improved employee performance.

Keywords:

Work Experience; Compensation; Employee Performance; Growing Companies; Regression Analysis.

1. INTRODUCTION

Growing companies often face challenges in managing human resources, particularly when effectively improving employee performance. One of the key factors influencing employee performance is work experience and the compensation they receive. According to Ajirni et al. (2024), employee performance is influenced by various factors, including work experience and the level of compensation provided by the company. Work experience enables employees to develop the skills and knowledge required to perform tasks more efficiently. Employees with more experience are generally better equipped to face challenges and solve problems that arise in the workplace, leading to increased productivity. The expertise gained over the years helps them reduce errors and accelerate task completion, positively impacting their performance. In addition to work experience, compensation also plays a crucial role in enhancing employee performance. Compensation, in the form of base salary, benefits, and bonuses, serves as recognition for the effort and results achieved by employees. Salam et al. (2024) highlight that fair and appropriate compensation can significantly improve motivation and job satisfaction. Employees who feel valued through adequate compensation tend to be more motivated to deliver their best work. They also become more loyal to the company and work harder to achieve the set goals. Therefore, proper compensation management can strengthen the relationship between employees and the company, ultimately improving overall performance.

For growing companies, management must ensure that these factors are effectively managed to create a productive work environment supporting organizational success.

In growing companies, factors influencing employee performance become increasingly crucial because these companies are in a growth phase and often require significant productivity improvements within a relatively short period. According to Ahmad et al. (2024), companies must be able to manage employees effectively to remain competitive and continue to grow in an increasingly competitive market. Therefore, management must understand how work experience and compensation impact employee performance. Both factors significantly enhance motivation, job satisfaction, and individual productivity, contributing to the company's overall progress. More extensive work experience gives employees the skills and knowledge to perform tasks more efficiently. The more experience an employee has, the greater their ability to face challenges at work and solve problems effectively. Additionally, fair and adequate compensation can serve as a strong motivator for employees to perform better. Research by Novita et al. (2024) emphasizes that, in growing companies, managing employee performance is critical to supporting organizational growth and achieving long-term goals. Appropriate compensation can increase employee loyalty and satisfaction with the company, whether in the form of base salary, benefits, or bonuses. This study examines the relationship between work experience, compensation, and employee performance in growing companies. Additionally, this research will explore how these factors interact and affect individual productivity. Thus, the study is expected to provide deeper insights into how management can optimize employee management practices to support the company's long-term objectives.

Work experience is crucial in influencing an employee's abilities and performance. According to Iqbal et al. (2024), employees with more experience tend to demonstrate better skills, a deeper understanding of the tasks they face, and an ability to adapt to organizational changes. More excellent expertise allows them to handle challenges more effectively and address problems with more accurate solutions. On the other hand, employees who are new to the job or have limited experience often require additional training to meet the company's expected performance standards. In addition to work experience, compensation also plays a vital role in boosting job motivation. Sulistyawati et al. (2024) suggest that fair and appropriate compensation, aligned with employee contributions, can improve job satisfaction, reduce turnover rates, and drive better performance. Adequate compensation motivates employees and strengthens their commitment to the organization. Employees who feel valued are likelier to put in more significant effort and enhance their work outcomes. The study by Febriani et al. (2024) aims to analyze how work experience and compensation influence employee performance in growing companies, particularly those operating in Jakarta. The research also focuses on the interaction between these factors in shaping individual performance and achieving company goals. A better understanding of this relationship will help companies develop more effective strategies for managing human resources and improving productivity.

Although several studies have previously examined the relationship between work experience, compensation, and employee performance, few focus on companies in a growth phase. Companies in this stage face unique challenges compared to well-established ones. According to Fardanty, R. (2024), the more flexible organizational structure, challenges in human resource management, and the need to improve performance quickly make the factors influencing employee performance likely to have different impacts. In growing companies, work experience and compensation not only serve to enhance individual performance but also help employees adapt to rapid changes and improve work efficiency. This study examines the influence of work experience and compensation on employee performance in growing companies. This better explains how these two factors interact to improve performance outcomes. As a result, companies can formulate more appropriate policies for managing work experience and compensation to enhance employee performance. This study is anticipated for academia to add to the literature on the impact of work experience and compensation on employee performance, particularly in growing companies. Additionally, it contributes to developing human resource management theories, especially those related to factors influencing performance in organizations undergoing growth. The findings of this research are expected to serve as a foundation for companies to design more effective human resource policies that support success in navigating a competitive market.

2. RESEARCH METHOD

This research adopts a quantitative approach with a survey design to analyze the relationship between work experience, compensation, and employee performance. By using a survey method, this study aims to collect a broad range of data and provide an objective view of the factors influencing employee performance within company environments. The research subjects consist of employees working at entrepreneurial companies in the growth phase in Jakarta. These companies were selected based on criteria indicating they are in the growth stage and have more than 50 employees, spanning various sectors such as technology, retail, and manufacturing. The study targets 100 employees, chosen using simple random sampling, where every individual has an equal chance of being selected as a respondent. This sampling technique is appropriate as it provides a more representative sample of the larger population. Inclusion criteria include

employees who have worked for at least one year and have relevant experience in their current positions, ensuring that the information gathered is accurate concerning the variables under investigation.

The sample size was determined by the Slovin formula, with an error margin set at 10%. Based on this calculation, the sample size was 100 employees. Using the Slovin formula ensures that the sample size is sufficient to provide representative results, even though this study is not constrained by geographical factors or company size. As a result, the selected respondents possess relevant experience and can offer valuable insights regarding the variables studied. This research examines three variables: work experience (X1), compensation (X2), and employee performance (Y). Work experience is measured based on indicators such as the length of employment in the company, educational level, and prior relevant experience. Compensation is assessed based on base salary, benefits, and employee bonuses. Employee performance is measured using indicators such as productivity, quality of work, and employee job satisfaction.

The research instrument used is a questionnaire consisting of three main sections. The first section gathers demographic data from the respondents, such as age, gender, education, length of employment, and the sector in which the company operates. This demographic information is essential for illustrating the characteristics of the sample and understanding whether specific demographic factors influence the variables being studied. The second section of the questionnaire focuses on measuring the employees' work experience. This uses an ordinal scale, where respondents are asked to rate their experience according to predefined categories. The third section of the questionnaire is designed to assess employees' compensation and performance. A 5-point Likert scale is used in this section to measure employee satisfaction with salary, benefits, bonuses, productivity, work quality, and overall job satisfaction. Using a Likert scale facilitates structured data collection and allows for more in-depth quantitative analysis.

Data collection was conducted through the distribution of questionnaires either directly to employees or via email over one month. This approach was designed to increase the response rate and give employees sufficient time to answer accurately. Before data collection, permission was granted by the management of the companies, and respondents were informed that their participation was voluntary and would not affect their employment status. This step ensured transparency and encouraged respondents to provide honest answers. All collected data will be kept confidential and used solely for research purposes.

Validity testing was conducted using factor analysis to ensure that the measurement tools accurately capture the intended variables: work experience, compensation, and employee performance. Reliability testing was performed using Cronbach's Alpha to ensure consistency in the measurements, with a value of over 0.70 being considered acceptable. This value ensures that the measurement results can be relied upon. Additionally, multiple regression analysis was used to test the relationship between the independent variables (work experience and compensation) and the dependent variable (employee performance). Classical assumption tests, such as normality, multicollinearity, and heteroskedasticity, were also conducted to ensure that the regression model aligns with the existing data. Hypotheses were tested using t-tests to evaluate the impact of each variable on employee performance, and F-tests were used to assess the simultaneous influence of the two independent variables on the dependent variable. The regression coefficients derived from the analysis provide insights into the extent to which work experience and compensation influence employee performance.

Furthermore, this research maintains ethical standards by ensuring that respondent data is kept confidential and participation is voluntary. All data collected will be used exclusively for academic purposes and will not be shared with third parties without the respondent's consent. With this comprehensive methodology, the research aims to offer new insights into the factors that affect employee performance and contribute to developing managerial strategies to improve performance in growing companies.

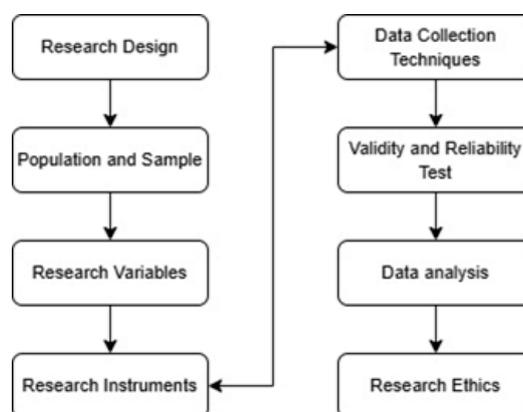


Figure 1. Research Design

The figure above illustrates the main stages in the research methodology. The process begins with the research design, which leads to the stages of population, sample, and research variables. The next step is to

prepare the Research Instruments for data collection. Data collection is done using Data Collection Techniques, followed by Validity and Reliability Testing to ensure the data's consistency. Afterward, Data Analysis is performed to examine the relationships between the variables. Finally, Research Ethics are maintained to ensure the confidentiality and protection of respondent data. All these stages are interconnected to ensure the validity of the results.

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1. Descriptive Analysis

Descriptive analysis was conducted to provide a clear overview of the characteristics of the data collected from the questionnaire distributed to 100 respondents. This study aims to better understand work experience, compensation received, and employee performance in growing companies. The collected data enables the researcher to describe the distribution and variation of the variables under study, which include work experience, compensation, and employee performance. Based on the collected data, the first variable analyzed is work experience. The duration of respondents' work experience at the company varies. Forty percent of respondents have between 1 to 3 years of work experience, 30% have between 4 to 6 years, and 20% have more than 6 years of experience. The remaining 10% of respondents have less than one year of work experience. From this data, it is evident that most employees have relatively recent experience in this growing company. The data also shows that 60% of respondents have experience relevant to their current position, while the other 40% have experience slightly different from their current role. Next, the compensation received by employees shows significant variation. Fifty percent of respondents earn a base salary between IDR 5 million and IDR 7 million per month, 30% earn between IDR 7 million and IDR 9 million, and 20% earn more than IDR 9 million. For benefits and bonuses, 40% of respondents receive transportation and health benefits, 30% receive annual performance-based bonuses, and 30% receive additional benefits, such as meal and communication allowances. This data indicates that most employees feel their compensation is adequate for their work, though some differences should be noted.

Employee performance was measured based on three leading indicators: productivity, work quality, and job satisfaction. According to the questionnaire results, 45% of respondents rated their productivity high, completing more than 10 projects or tasks per month; 35% had moderate productivity, finishing between 5 to 10 projects; and 20% had low productivity, completing fewer than five projects per month. Regarding work quality, 50% of respondents rated their work as highly satisfactory with minimal errors, 30% rated their work as good, and 20% considered it to need improvement. Job satisfaction showed similar results, with 40% of respondents feeling very satisfied, 35% feeling somewhat happy, and 25% feeling dissatisfied with their work conditions. This descriptive analysis shows that most employees have work experience that is relevant to their positions and are reasonably satisfied with their compensation. However, there is variation in productivity and work quality, indicating room for improvement. This analysis provides a clear picture of the characteristics of the population under study and offers the necessary information to proceed with inferential analysis or testing the relationships between variables. Moreover, the results of this analysis provide valuable information for company management to design more effective policies to improve employee performance, such as by enhancing compensation or providing more opportunities for training and development, which in turn could increase employee productivity and job satisfaction.

3.1.2. Work Experience (X1)

The average duration of work experience among the respondents in the study is 4.2 years, with a range of experience spanning from 1 to 10 years. This data shows considerable variation in experience levels among the employees involved in the research. 80% of respondents have over 3 years of experience in positions relevant to their current roles. This indicates that most employees know their tasks and responsibilities well and can adapt well to their challenges. Extended work experience often correlates with enhanced skills and task performance abilities. Employees with over three years of experience are usually more skilled in daily duties. They are familiar with the workflow, the procedures in place, and how to tackle possible issues. This makes them more effective and efficient in completing their work and typically quicker in making the right decisions. However, although most respondents have considerable experience, some have less than three years of experience. Employees with shorter work experience are generally still in the adjustment and learning phase at the workplace. They may not yet fully understand all aspects of the job or the dynamics within the company. Nonetheless, having less experience is not a barrier to achieving good performance as long as they receive adequate training and guidance from more experienced colleagues. Moreover, they tend to be more open to learning and change, which can accelerate their adaptation process.

It is also important to note that relevant experience in the employee's current role significantly improves performance. Most respondents work in positions that align with their educational background and prior knowledge. This enables them to adapt more quickly to the tasks assigned and apply the skills they have learned. Employees with relevant expertise are more confident and can deliver higher-quality work. The

work experience possessed by most of the respondents indicates that they have sufficient knowledge and skills to perform their duties well. Experienced employees can positively impact organizational performance, while those with less experience hold excellent growth potential. Proper training and development can help new employees adapt more quickly and improve their performance as their work experience in the company increases.

3.1.3. Compensation (X2)

The company's average base salary for employees is IDR 7,500,000, ranging from IDR 5,000,000 to IDR 12,000,000 monthly. This variation indicates differences in the compensation provided, likely influenced by position, experience, and individual responsibilities. The base salary is a significant component of the overall compensation but is not the only reward the company offers. In addition to the base salary, around 65% of employees also receive various benefits. These benefits include health insurance, transportation allowances, and performance-based bonuses. Health benefits aim to ensure employees' physical well-being, while the transportation allowance helps reduce commuting costs. Employees receiving these benefits often feel appreciated, which can lead to greater job satisfaction. These allowances reflect the company's concern for employees' needs beyond their base pay. In addition, performance-based bonuses are given to employees as a reward for their accomplishments. The average annual bonus for employees is IDR 1,500,000. This bonus acts as an incentive to encourage employees to improve their performance and meet company targets. By offering these bonuses, the company shows that it values employees' efforts in achieving its goals and provides extra motivation for them to continue excelling in their roles.

Non-financial compensation, such as benefits and bonuses, boosts job satisfaction and employee motivation. Employees who feel appreciated through appropriate compensation are more likely to produce better results. Competitive compensation can also help retain skilled employees and attract new talent. The compensation structure in the company shows that, in addition to base pay, employees receive several benefits that improve their overall well-being. The performance-based bonuses also acknowledge individual achievements, encouraging employees to boost productivity further and contribute to the company's success. A competitive and diverse compensation package keeps talented employees motivated and committed.

Table 1. Employee Compensation

Category	Category Details	Percentage (%)
Base Salary	IDR 5,000,000 - IDR 7,000,000	40
Base Salary	IDR 7,000,000 - IDR 9,000,000	35
Base Salary	IDR 9,000,000 - IDR 12,000,000	25
Additional Benefits	Health Benefits	60
Additional Benefits	Transportation Allowance	50
Additional Benefits	Performance-Based Bonus	65
Annual Bonus	Average Annual Bonus	30
Annual Bonus	Annual Bonus	25
Annual Bonus	Annual Bonus	20

The table above illustrates the compensation structure received by employees at the company under study. Employees' base salaries range from IDR 5,000,000 to IDR 12,000,000 per month. In addition to base salary, most employees receive benefits such as health insurance, transportation allowances, and performance-based bonuses. The average annual bonus received is IDR 1,500,000. The variation in the types of compensation reflects differences between positions and the impact of performance achievements on employee rewards.

3.1.4. Employee Performance (Y)

Employee performance is assessed based on several key indicators, such as productivity, work quality, and job satisfaction. The data collected shows excellent results in all three aspects. The average productivity score for employees is 3.8 out of 5, indicating a high level of productivity. Employees can complete tasks quickly and effectively, meeting the targets set by the company. This reflects their ability to work efficiently while handling the responsibilities assigned to them. Work quality is also an important factor in performance evaluation. 85% of respondents reported that their work meets company standards and meets client expectations. This suggests that most employees can maintain high work quality, even when facing challenges or tight deadlines.

Employees who consistently maintain quality contribute significantly to the company's reputation with clients and business partners, building higher trust in the market.

Meanwhile, job satisfaction has a direct impact on employee performance. The average score for job satisfaction is 4.1 out of 5, indicating very high satisfaction levels. Employees feel satisfied with various aspects of their work, including the compensation received, a supportive work environment, and opportunities for career development. When employees feel valued through fair compensation and a conducive work environment, they are more motivated to perform their best. Satisfaction with the work

environment and career development opportunities dramatically affects performance. Employees who believe they have opportunities for growth within the company are more eager to improve their skills and take the initiative in their work. This creates a positive cycle where satisfied employees continue to produce excellent results, ultimately benefiting the company. The results in terms of productivity, work quality, and job satisfaction indicate that employees at this company demonstrate exceptional performance. The support provided by the company, in the form of compensation, work environment, and career development opportunities, plays a crucial role in fostering a high-performance atmosphere. When employees feel valued and have opportunities to grow, they will likely deliver their best results in every aspect of their work.

3.1.5. Normality Test

The normality test is a crucial step in statistical analysis to ensure that the collected data follows a normal distribution. This is essential because regression analysis, used to examine the relationships between variables in this study, requires data to follow a normal distribution for the results to be valid and trustworthy. Normal distribution is a basic assumption in many statistical analysis techniques, including multiple linear regression, which is used in this study to test the effects of work experience, compensation, and employee performance. According to Pahlevi et al. (2025), the normality test is performed to verify whether the data obtained from respondents meets the requirements of a normal distribution. Regression analysis may yield biased or inaccurate results if the data does not follow a normal distribution. Therefore, the normality test is essential to ensure the validity of the model used in the study. One standard method used to test for normality is the Kolmogorov-Smirnov test. This test compares the sample distribution with the expected normal distribution and determines whether their differences are significant. This study conducted the normality test using the Kolmogorov-Smirnov test for the three variables under investigation: work experience, compensation, and employee performance. The results of the normality test showed that the Sig. (significance) value for all three variables was more significant than 0.05.

Specifically, the Sig. Values obtained for each variable were 0.10. This value is greater than 0.05, indicating no significant difference between the sample data distribution and the normal distribution. In other words, the data collected from the respondents can follow a normal distribution since the Sig. If the value for all three variables is greater than the threshold of 0.05, the normality assumption can be accepted. This indicates that the data collected in this study does not violate the basic assumptions required for regression analysis. Therefore, the multiple linear regression model used in this study is valid for application, and the analysis results can be relied upon.

The success in meeting the normality assumption provides further confidence that the relationships between work experience, compensation, and employee performance can be analyzed using a valid regression technique. The results of the normality test, which show that the data is usually distributed, also offer an advantage in interpreting the regression analysis results. When the data is usually distributed, hypothesis testing and parameter estimation for the regression model can be done more accurately. For example, the regression coefficients can represent the relationship between the variables under study. This also enhances the reliability of the research findings, as multiple linear regression is based on the assumption that the data follows a normal distribution. The normality test conducted on the research data shows that the data meets the normality assumption, supporting the use of the multiple linear regression model. Thus, the analysis results obtained from this model can be considered valid and used to conclude the relationships between work experience, compensation, and employee performance in the company studied. The success in meeting the normality assumption also strengthens confidence in the validity and reliability of the research findings, which can serve as the basis for formulating more effective company policies or strategies.

3.1.6. Multicollinearity Test

The multicollinearity test ensures that no strong linear relationship exists between the independent variables in the regression model. This is important because high multicollinearity can make the regression coefficient estimates unstable, leading to inaccurate results that are difficult to interpret. Multicollinearity occurs when two or more independent variables in the model are highly correlated. In such cases, the individual influence of each variable on the dependent variable becomes challenging to separate, as these independent variables influence each other in predicting the dependent variable. Therefore, the multicollinearity test must identify this issue and ensure that the regression model provides reliable results. According to Novita et al. (2024), multicollinearity tests can be performed using various methods, one of the most common being the Variance Inflation Factor (VIF) calculation. VIF measures how much the variance of a regression coefficient for a variable increases due to the correlation with other independent variables in the model. The higher the VIF value, the greater the likelihood of multicollinearity issues. A high VIF (greater than 10) indicates a robust correlation between independent variables, which can cause problems in estimating regression coefficients. Conversely, a low VIF indicates no significant multicollinearity. In this study, the multicollinearity test was performed by calculating the VIF values for the two independent variables used in the regression model: work experience (X1) and compensation (X2). The VIF value for work experience was 1.23, while for compensation, it was 1.45. Both values are significantly lower than the threshold of 10, the limit used to identify multicollinearity problems. These low VIF values indicate no

strong correlation between the independent variables in this model. This means that work experience and compensation are independent and do not significantly influence one another in predicting employee performance, allowing for more accurate and reliable analysis.

Since no significant multicollinearity issues were found, the multiple linear regression model used in this study can be considered valid and capable of providing reliable results. Without multicollinearity, the regression coefficient estimates for the independent variables can be more clearly interpreted, as each independent variable can show its separate influence on the dependent variable without being affected by the other independent variables. This also provides confidence that the regression model applied in this study can be used to draw accurate conclusions about the relationship between work experience, compensation, and employee performance. The successful multicollinearity test, which showed no significant issues, strengthens the reliability of the regression model in this study. Without high correlations between independent variables, the regression analysis results can be trusted to provide a more accurate understanding of how work experience and compensation affect employee performance. Therefore, this study provides a valid picture of the factors influencing employee performance, which can serve as a basis for better decision-making in the company.

3.1.7. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to test the simultaneous effects of two independent variables, namely work experience (X1) and compensation (X2), on the dependent variable, employee performance (Y). This approach allows the researcher to determine how both independent variables influence employee performance simultaneously. The regression model used in this study is as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \epsilon$$

Where:

Y = Employee Performance (measured by indicators: productivity, job quality, and job satisfaction)

X1 = Work Experience

X2 = Compensation

β_0 = Constant (intercept)

β_1 = Regression coefficient for the work experience variable

β_2 = Regression coefficient for the compensation variable

ϵ = Error term (measurement error)

This model aims to identify the linear relationship between work experience, compensation, and employee performance. In this context, employee performance includes various indicators related to productivity, job quality, and job satisfaction employees achieve in performing their tasks. The results of the multiple linear regression analysis show the regression coefficients, t-statistics, and significance values for each independent variable as follows:

Table 2. Regression Coefficients Table

Variable	Coefficient	t-Statistic	Sig.
Constant (β_0)	2,000	5,023	0,000
Work Experience (X1)	0,450	4,100	0,000
Compensation (X2)	0,320	3,300	0,001

Based on the table above, the coefficient value for the work experience variable (X1) is 0.450, which means that every one-unit increase in work experience will increase employee performance by 0.450 units, assuming other variables remain constant. The t-statistic value for this variable is 4.100, with a significance value (Sig.) of 0.000, indicating that the effect of work experience on employee performance is highly significant. On the other hand, compensation (X2) has a coefficient of 0.320, indicating that every one-unit compensation increase will increase employee performance by 0.320 units. The t-statistic for compensation is 3.300, with a significance value (Sig.) of 0.001, also showing that the effect of compensation on employee performance is significant. However, its impact is slightly smaller compared to work experience. This multiple linear regression analysis results indicate that work experience and compensation significantly affect employee performance in the growing company. Work experience has a more significant impact, suggesting that the company needs to focus more on employee training and development to enhance their skills. Although compensation has a minor influence, providing fair compensation remains important in maintaining employee motivation and job satisfaction.

3.2. Discussion

Based on the results of the descriptive analysis, the majority of respondents (80%) have more than three years of work experience in positions that align with their current roles. More extended work experience is typically associated with improved skills and efficiency in performing daily tasks. Employees with over three years of experience tend to make decisions more quickly and complete tasks more effectively as they are

more familiar with the company's procedures. This underscores the significant role that relevant experience plays in enhancing performance. However, employees with less than three years of experience still have the potential to develop well if provided with appropriate training and guidance from more experienced colleagues. Therefore, the company should focus more on training and mentoring new employees to achieve optimal performance over time (Ajirni, Akbar, & Hajrianti, 2024).

The compensation received by employees shows a considerable variation. Most employees (50%) earn a base salary between IDR 5 million and IDR 7 million, and 65% receive additional benefits such as health insurance, transportation allowances, and performance-based bonuses. These benefits play a crucial role in enhancing job satisfaction and employee motivation. The performance-based bonus, which averages IDR 1.5 million annually, incentivizes employees to improve their productivity and work quality continuously. Additionally, benefits like health insurance and transportation allowances reflect the company's commitment to employee well-being, contributing to increased job satisfaction and loyalty to the company (Imelda, Alexandra, & Ahmad, 2024).

Employee performance is measured based on three key indicators: productivity, job quality, and job satisfaction. The survey results show that 45% of respondents have high productivity, completing more than 10 monthly tasks or projects. Furthermore, 85% of respondents reported that their work quality meets company standards and client expectations, reflecting a strong commitment to quality. Job satisfaction is also very high, with an average score of 4.1 out of 5, indicating that most employees are satisfied with their compensation and supportive work environment. This high job satisfaction is directly linked to better performance, as employees who feel valued and have development opportunities are more motivated to work well and deliver optimal results. Therefore, the company must continue fostering a supportive work environment and providing career development opportunities to enhance employee performance (Novita & Zahra, 2024).

Based on this analysis, there are several steps that the company's management can take to improve employee performance. First, the company can offer continuous training programs to accelerate their adaptation and skill enhancement, especially for employees with less than three years of experience. Second, the company must ensure its compensation structure remains competitive, considering both base salaries and additional benefits such as performance-based bonuses and health allowances. Third, it is essential to provide opportunities for employees to develop their careers through training and clear career paths. Hence, they feel valued and are more motivated to deliver their best results (Sulistyawati & Munawir, 2024).

Service quality is key to maintaining customer satisfaction, directly impacting customer loyalty. In the public service sector, Soleh and Dewi (2024) emphasize that optimal service quality can strengthen the relationship between the government and the public, increasing trust and participation in government programs. The data obtained from this study shows that relevant work experience and adequate compensation are essential in improving employee performance. Companies that offer competitive compensation, additional benefits, and growth opportunities can create a productive work environment, enhance job satisfaction, and, in turn, improve the organization's overall performance organization's overall performance.

4. CONCLUSION

This study reveals that work experience and compensation significantly impact employee performance in a growing company. The analysis shows that work experience has a more significant effect on employee performance than compensation. Employees with more experience tend to be more skilled, efficient, and adaptable to the tasks, contributing to increased productivity. Relevant work experience also boosts employees' confidence in performing their responsibilities, making it easier for them to face challenges within the company. On the other hand, compensation also plays a vital role in enhancing motivation and job satisfaction, although its impact is minor compared to work experience. Adequate salaries and fair benefits make employees feel valued and more motivated to work hard. While compensation is not the only determining factor, this study indicates that improving compensation can help increase loyalty and reduce turnover rates, improving employee performance. Therefore, growing companies must consider both factors to maximize employee performance. Managing work experience through training and development programs and adjusting compensation based on employee contributions are key to improving overall productivity. Implementing sound policies in these two areas will support the company in retaining quality employees and achieving long-term goals. This research provides a solid foundation for companies to formulate more effective strategies for managing human resources. Employees who feel valued and supported through relevant work experience and adequate compensation are likelier to deliver their best performance, which is crucial for the company's success in a competitive market.

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