
The Effect Of Work Experience, Organizational Citizenship Behavior (OCB), Commitment Towards Employee Performance At PT. Pelabuhan Indonesia (Persero) Regional I

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Abstract : Employee performance is one of the important factors that must be prioritized in order to be able to face and win competition at both national and global levels. The full performance of workers in carrying out their duties, whether an employee's performance is good or bad, is determined by their performance. This research aims to determine the influence of work experience, organizational citizenship behavior (OCB), commitment on employee performance at PT. Pelabuhan Indonesia (Persero) Regional I. The method in this research is the Quantitative Method, the number of samples for this research is 110 respondents. Data collection techniques in this research are questionnaires, observation, pre-survey interviews, data analysis using multiple linear regression tests and descriptive statistics. Data management in this research uses SPSS 25 for Windows. Based on the research results, it shows that work experience has a positive and significant effect on employee performance with a significant value of 0.039, organizational citizenship behavior (OCB) has a positive and significant effect on employee performance with a significant value of 0.040, and commitment has a positive and significant effect on performance with a significant value. of 0.001. work experience, organizational citizenship behavior (OCB) and commitment simultaneously influence work productivity in PT, Pelabuhan Indonesia (Persero) Regional I employees with a sig value of 0.000.

Keywords: Work Experience, Organizational Citizenship Behavior (OCB), Commitment, Employee Performance

1. INTRODUCTION

In today's global era, a company must be able to recognize the demands of change and adapt. strive to develop strategies and policies that are in line with changing environmental conditions to counter those changes. Sutrisno (2019) stated that human resource management is a strategic area of an organization. Good employee performance will be directly proportional to good results in the development of the company's business. Performance is a function of the desire to do the job, the skills needed to complete the task, a clear understanding of what is being done and how to do it. According to Suryosukmono & Widodo (2020), employee performance is one of the important factors that must be prioritized in order to face and win competition both at the national and global levels. Performance is the level of achievement of results from carrying out certain tasks. This shows that every company needs employees who have high performance in achieving goals (Nurjaya, 2021).

One of the factors that can affect employee performance is work experience (Kotur and Anbazhagan, 2014). Work experience has a significant influence on employee performance (Lel et al., 2022). Work experience is the level of mastery of knowledge and skills possessed by employees in working which can be measured from the length of service and the type of work that employees have done during a certain period (Aprianto, 2019). In addition to work

experience, factors that influence performance are OCB (Triwind et al., 2023). Organizational citizenship behavior (OCB) is a voluntary attitude possessed by employees in helping the organization beyond the assigned tasks and willingness to help. Widely viewed as a factor that contributes to the overall work results of the organization. In addition to experience and organizational citizenship behavior, there are other factors that influence employee performance, namely work commitment (Alhamidi, 2023). Werdati et al., (2020) also said that if the employee is committed to the company and the job, the employee's performance will be more effective in the company. Issalillah (2020) also said that work experience is a measure of the length of work that a person has taken to understand and carry out the duties of a job.

Another phenomenon that shows this research was conducted because of a gap research which states that employee performance is not influenced by work experience (Sitompul & Simamora, 2021). He stated that a person's work experience does not guarantee that the employee can work optimally and produce quality performance. This research is also in line with (Lestari et al., 2023) which states that experience does not affect performance. Related to organizational citizenship behavior (Lukito, 2020). He stated that employee performance is not influenced by organizational citizenship behavior, so it can be ascertained that voluntary behavior carried out by employees does not have a direct impact on employee performance. This study is also in line with (Tresiana et al., 2024), which states that organizational citizenship behavior has no effect on performance. Regarding work commitment (Mardiono & Arifin, 2017), explained in his research that commitment does not have a significant effect on performance. This study is also in line with Indriani (2021) who stated that work commitment does not affect performance.

PT. Pelabuhan Indonesia or called PELINDO is a BUMN (State-Owned Enterprise) company engaged in the port terminal organization segment. As a BUMN that continues to innovate development in terms of providing integrated services in the port service provision section, PT, Pelabuhan Indonesia has many employees working in their respective sections and expects maximum employee performance in working. In line with the company's vision, mission, and strategy to become the best company at the level of Various efforts and activities must be carried out productively in order to achieve maximum and optimal results. Based on the results of research conducted at PT. Pelabuhan Indonesia (Persero) Regional I, it was found that employees in the company still have employee performance that is still not optimal in completing tasks that have been given by superiors. Not all employees carry out the tasks given optimally and in accordance with the procedures that have been set by the company, the cause of the failure to achieve targets is due to lack of knowledge and little experience in their fields

which has an impact on employee performance and not all employees in a company carry out or achieve targets that have been set by the company.

With the results of the report in 2023, it can be seen that there is a decline, meaning that not all employees have good performance and this will have an impact on the progress of the company, so that the company experiences fluctuations (changes) where conditions are not constant and always changing because employees are less able to realize SOP (Standard Operating Procedures). Based on the results of the 2023 employee performance recap for the period Quarter 1 to Quarter 4, we can see that in Quarter 1, employee performance results reached 97.52% with a grade of A (Very Good), in Quarter 2, employee performance results were 83.77% with a grade of B (good), in Quarter 3, employee performance results were 75.45% with a grade of C (sufficient), and in Quarter 4, employee performance results were 53.69% with a grade of E (Very Poor). From the data above, we can see that there is a decline in employee performance results in each Quarter, this identifies the problem that employee performance is not optimal and there is inconsistency in the achievement process.

In addition, based on observations, interviews, and questionnaires conducted, it is known that work experience at PT. Pelabuhan Indonesia (Persero) Regional I is not good, this can be seen from the table of work period data at PT. Pelabuhan Indonesia (Persero) Regional as follows:

Table 1. Work Period Data (2023)

No	Years of service	Number of employees
1	<=1	26
2	1 – 4	18
3	5 – 10	15
4	11 – 15	16
5	16 – 20	14
6	21-25	11
7	>=26	10
Amount		110

Source: PT. Pelabuhan Indonesia (2023)

From the SOP Table point 1 where the company's established policy procedure states that employees must have 1 year of experience to work in the company. While in reality what happened at PT. Pelabuhan Indonesia (Persero) Regional I, the company can be seen from table 1.2 that there are still many employees who are under 1 year as many as 26 employees. This is because there are still superiors who do not follow the SOP rules in the company. Based on

existing data, employees who are accepted at the company PT, Pelabuhan Indonesia (Persero) Regional I where the company accepts employees to work based on recommendations from family or friends who work at the company are not based on their work experience and skills. because the company considers that the performance of the family will be easier to understand the work that will be given by the superior later. But in reality, the employee's work experience is not yet optimal and this is feared to affect the performance of each employee. This proves that the work experience of employees at PT. Pelabuhan Indonesia (Persero) Regional I is not yet optimal and is feared to have an impact on performance. Therefore, the company must have employees who are experienced in their fields and have a longer work period.

Table 2. Prasurvey Organizational Citizenship Behaviour (OCB)

No	Organizational Citizenship Behavior	SS	S	KS	TS	STS
		(%)	(%)	(%)	(%)	(%)
1	I always put other people's interests first compared to my own interests.	6,66	10	46,6	23,3	13,3
2	I am always ready to help others	16,6	13,3	53,3	16,6	0
3	I always participate in company activities	13,3	20	26,6	23,3	16,6
4	I can be responsible for the Company	16,6	20	23,3	16,6	23,3
5	I am always ready to help the company	20	16,6	33,3	16,6	13,3
6	I can tolerate co-workers in the company	6,66	13,3	43,3	20	16,6
7	I have a desire to stay in the company	20	16,6	20	23,3	20
8	I can be creative in my work	10	13,3	30	26,6	16,6
9	I have high motivation in working	20	23,3	36,6	10	10
10	I always have the desire to work hard to complete the job	16,6	26,6	40	6,66	10

Source: Data by author (2024)

It is known that based on the table above, the average answer is less agree as much as 53.3%. The results can be concluded that the lack of organizational citizenship behavior (OCB) at PT. Pelabuhan Indonesia (Persero) Regional I. Where employees do not always prioritize the interests of others compared to personal interests, employees are not always ready to help their coworkers, not all employees are willing to participate in every company activity, not all employees can be maximally responsible for all their work, few employees are always ready to help the company, employees do not always give tolerance to their coworkers, employees do not have the desire to stay in the company, not all employees can be creative in working, not all employees have high motivation in working, employees do not like to work hard in completing their work, few employees have initiative in working, employees cannot be wise about problems experienced by employees, few employees have commitment to the company, and employees are not always careful in completing work. so that it is feared that it will result

in a decline in employee performance in the company.

Related to employee work commitment, there are also problems that can be seen from the work commitment data table at PT. Pelabuhan Indonesia (Persero) Regional. From the data it is known that there are still many employees who are not disciplined or late with a total of 110 employees each year, and 61 employees who are late in 1 year. This is because there are still employees who are over 35 years old who do not understand and have difficulty using the attendance system in the company PT. Pelabuhan Indonesia (Persero) Regional I where the system used is "I change" which is an attendance used through the "My Pelindo" application. However, if employee attendance is not recorded in the HR division system, employees must take care of attendance to the IT division to take care of attendance that is not recorded in the system, which will result in frequent delays in taking attendance in the "I change" system.

Related to employee work commitment, there are also problems that can be seen from the data table of work commitment responsibilities at PT. Pelabuhan Indonesia (Persero) Regional. It is known that employees cannot complete their respective tasks carried out by their superiors. This is because employees postpone their work and it is caused by the lack of employees in loving, and being less loyal to their work, so that the work will be neglected and delayed from the time that has been set for the completion of the tasks that have been given. This will have an impact on decreasing employee performance. If this is done continuously, it is feared that the results of employee performance in the company will decrease.

Table 3. Employee Achievements

No	Responsibility	Number of employees	Number of employees achieved	Number of employees not reached
1	Completed check and update	110	97	13
2	Completion of activating the KPI compilation period on portaverse	110	90	20
3	Completion of drafting KPI for subordinate team	110	87	23
4	Completion of recapitulation and monitoring of individual work contracts	110	82	28
5	Completion of monitoring period activities & checking worker data	110	70	40
6	Completion of filling in the quarterly individual KPI realization	110	75	35

Source: PT. Pelabuhan Indonesia (Persero) Regional I (2023)

Based on the SOP table, section of the procedure policy no. 5, which states that employees must be responsible for their respective tasks, while the reality at PT. Pelabuhan Indonesia (Persero) Regional I still has employees who cannot complete their tasks. This can be seen in the table of the number of employees, as many as 15 employees who did not complete

the check and update of worker data on portaverse, 10 employees who could not complete the activation of the KPI preparation period on portaverse, 15 employees who could not complete the draft KPI, 20 employees who could not complete the recapitulation and monitoring of work contracts, 18 employees who could not complete the monitoring period & check of worker data, and 23 employees who could not complete the task of filling in the realization of individual quarterly KPIs. This is because employees do not follow the established SOP. The SOP can be seen in the table. Based on the results of the interview with Mrs. Sigit Jenifer, HR Division at PT. Pelabuhan Indonesia (Persero) Regional I, she said that the lack of employee loyalty in doing work that is not their job and there is no clarity of the role meant by that employees do not master their work and the work that has been given is not completed and this will have an impact on employee performance results.

Based on the background of the problems that have been stated above, there are things that need to be studied in order to provide a clear picture of the actual state of the company. Therefore, the author is interested in conducting research on "The Effect of Work Experience, Organizational Citizenship Behavior (OCB) and Work Commitment on Employee Performance at PT. Pelabuhan Indonesia (Persero) Regional I"

2. LITERATURE REVIEW

Employee Performance (Y)

Performance in general is the work results achieved by an employee with the quality and quantity and achievements of each person in carrying out the tasks and responsibilities, the authority that has been assigned to him. Employee performance is individual because each employee has their own level of ability or each in carrying out their duties. Lestari & Afifah (2021) explained that performance is a series of activities as a process carried out by each employee in their efforts to achieve appropriate results within a certain period of time. Performance does not come by itself but is managed by the company and must be carefully observed. If employee performance increases, it will greatly affect the company. According to Sinaga & Sitinjak (2021), performance is a variety of efforts and activities that must be carried out productively in order to achieve maximum and optimal results, high employee performance will bring progress to the company to be able to achieve maximum and quality results or output.

Work Experience (X₁)

Work experience is a process of learning and increasing the potential for good behavior from formal and non-formal education or can be interpreted as something that leads and directs someone to a pattern of behavior. According to Aprianto (2019) Work experience is the level

of mastery of knowledge and skills possessed by employees in working which can be measured from the length of service and the type of work that employees have done during a certain period. According to Basari (2019), work experience in similar jobs needs to be considered in placing workers. The reality shows that the longer the worker works, the more experience they have. Conversely, the shorter the work period, the less experience they gain. Work experience is a combination of knowledge and skills that have been known and mastered by someone from work that has been done for a certain period of time. Employees have experience in their fields, so they can easily and quickly adapt to their work or work performance (Pitri, 2020).

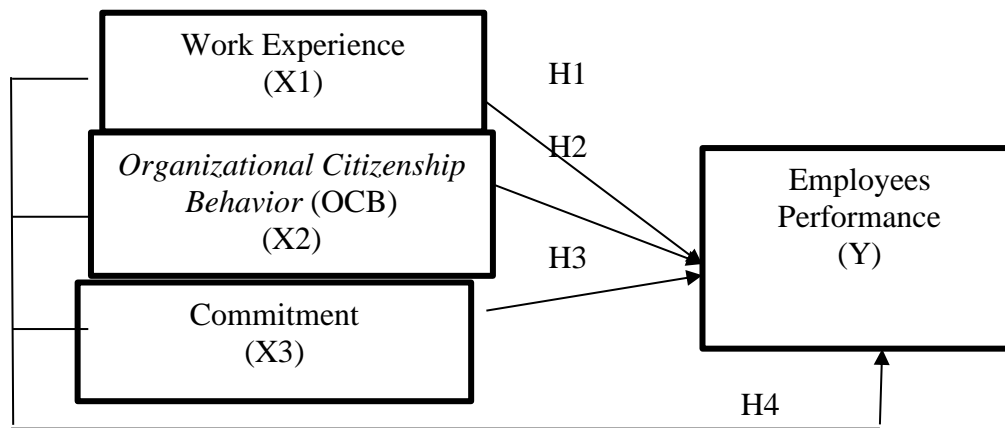
Organizational Citizenship Behaviour (X₂)

According to Yuniar (2011) stated that organizational citizenship behavior (OCB) can increase the effectiveness and success of the organization such as low operational costs, faster work completion time, and optimal use of resources. An employee who has high organizational citizenship behavior and is willing not to be paid in the form of money or certain bonuses, but rather social behavior in each employee to work beyond what the company expects such as being able to help coworkers during break time sincerely and wholeheartedly. Kusmulyono (2013) also stated that organizational citizenship behavior is useful for companies to increase employee loyalty.

Commitment (X₃)

Commitment is an attitude or behavior of a person to an organization in the form of loyalty and the achievement of the vision, mission and goals of the company organization. Benarto et al (2020) explained that commitment is when an educator knows the organization well and desires to remain a member of the organization forever. According to Mardiyana et al. (2019) organizational commitment can be interpreted as a situation where an employee sides with a particular organization with the aim and desire to maintain membership in the organization. High organizational commitment will result in good, low absenteeism performance levels, and low employee turnover (Darmawan et al., 2020).

Conceptual Framework



Source: Researcher (2024)

Figure 2. Conceptual Framework

3. RESEARCH METHOD

Type of research

The type of research used in this study is quantitative. Quantitative research is a method used to test certain theories by examining each relationship between variables. In this study, it is quantitative, namely data consisting of numbers of respondents' answers or data that can be calculated and will be included in calculations or used in quantitative analysis such as variables that will be studied for their influence on customer satisfaction. (Sugiyono, 2017).

Data source

This research uses primary and secondary data sources, as follows:

- a. According to Sugiyono, (2017), primary data is data that directly provides data to data collectors. Primary data sources are obtained through an interview activity with the research subject and by observation or observation in the field. The primary data used by the authors in the study was a questionnaire.
- b. According to Sugiyono, (2017), secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documents. Secondary data sources are complementary data sources that function to complement the data needed by primary data. Secondary data referred to in this study is a source of research data obtained through intermediary media or indirectly published or unpublished in general.

Research Population and Sample

According to Sugiyono, (2017) population is the whole of the object under study. Population is a generalization area consisting of objects / subjects to study and then draw

conclusions. The population in this study were all employees working at PT. Pelabuhan Indonesia (Persero) Regional 1 totaling 110 employees. The sample in the study used a sampling technique, namely saturated sampling. Saturated sampling is a sampling technique when all members of the population are used as samples. So the conclusion is that the number of respondents used as samples is in accordance with the number of populations, namely 110 respondents.

4. RESULTS AND DISCUSSION

Validity and Reliability Test Results

Table 2. Validity Test Results

<i>Correlations</i>			
Variable	<i>r</i> Hitung	<i>r</i> Tabel	Information
X1.1	0,438	0,361	VALID
X1.2	0,567	0,361	VALID
X1.3	0,405	0,361	VALID
X1.4	0,416	0,361	VALID
X1.5	0,674	0,361	VALID
X1.6	0,659	0,361	VALID
X2.1	0,436	0,361	VALID
X2.2	0,624	0,361	VALID
X2.3	0,372	0,361	VALID
X2.4	0,389	0,361	VALID
X2.5	0,661	0,361	VALID
X2.6	0,615	0,361	VALID
X2.7	0,372	0,361	VALID
X2.8	0,624	0,361	VALID
X2.9	0,365	0,361	VALID
X2.10	0,387	0,361	VALID
X2.11	0,578	0,361	VALID
X2.12	0,615	0,361	VALID
X3.1	0,532	0,361	VALID
X3.2	0,380	0,361	VALID
X3.3	0,386	0,361	VALID
X3.4	0,364	0,361	VALID
X3.5	0,407	0,361	VALID
X3.6	0,574	0,361	VALID
X3.7	0,475	0,361	VALID
X3.8	0,493	0,361	VALID
X3.9	0,411	0,361	VALID
Y1.1	0,447	0,361	VALID
Y1.2	0,534	0,361	VALID
Y1.3	0,417	0,361	VALID
Y1.4	0,467	0,361	VALID
Y1.5	0,496	0,361	VALID
Y1.6	0,381	0,361	VALID
Y1.7	0,501	0,361	VALID
Y1.8	0,523	0,361	VALID
Y1.9	0,389	0,361	VALID
Y1.10	0,374	0,361	VALID

Based on the table above, a validity test was conducted to determine whether the questionnaire used had met the required measurement standards. A questionnaire is said to be valid if the instrument is truly able to measure the intended aspects (Sugiyono, 2017). Validation was carried out with the help of SPSS software version 25. A questionnaire item is said to be valid if the calculated r value exceeds the table r. The results of the validity test show that all statement items in the variable have a calculated r greater than the table r. So the data asked is valid.

Table 3. Reliability Test Results

No	Variable	Cronbach Alpha	Results
1	Work Experience (X1)	0,757	Reliable
2	Organizational Citizenship Behaviour (X2)	0,714	
3	Commitment (X3)	0,699	
4	Employee Performance (Y)	0,760	

Source: Processed by researchers (2024)

Based on the table above, it can be seen that all variables have a cronbach alpha value > 0.6, so the data is said to be reliable.

Multicollinearity Test Results

Table 4. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.811	3.626		1.878	.063		
	Work Experience	.327	.156	.206	2.094	.039	.706	1.416
	Organizational Citizenship Behavior	.179	.086	.190	2.075	.040	.810	1.235
	Commtiment	.440	.125	.315	3.524	.001	.855	1.169

a. Dependent Variable: Employee Performance

Source: Processed by researchers (2024)

Based on the table of multicollinearity test results, it is known that the three VIF values for each variable are < 10, and the Tolerance value for each variable is > 0.10, so it can be concluded that there is no multicollinearity.

Normality Test Results

Table 5. Kolmogorove-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		110
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.48447281

Most Extreme Differences	Absolute	.090
	Positive	.068
	Negative	-.090
Test Statistic		.090
Asymp. Sig. (2-tailed)		.200^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed by researchers (2024)

Based on the data in the table above, it can be seen that the asymp. sig (2-tailed) value is $0.200 > 0.05$ so it can be concluded that this study is normally distributed and has met the requirements of the normality test.

Heteroscedasticity Test Results

Table 6. Glejser Heteroscedasticity Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.906	2.689		1.452	.149
	Work Experience	.182	.116	.180	1.573	.119
	Organizational Citizenship Behavior	-.062	.064	-.104	-.977	.331
	Committment	-.083	.093	-.093	-.897	.372

a. Dependent Variable: ABS_RES

Source: Processed by researchers (2024)

Based on the Glejser test table above, the significance value of the three independent variables is $>$ from 0.05, it can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Test Result

Table 7. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.811	3.626		1.878	.063
	Work Experience	.327	.156	.206	2.094	.039
	Organizational Citizenship Behavior	.179	.086	.190	2.075	.040
	Committment	.440	.125	.315	3.524	.001

a. Dependent Variable: Employee Performance

Source: Processed by researchers (2024)

Based on the table above, the regression equation is obtained as follows:

$$Y = 6,811 + 0,327 X_1 + 0,179 X_2 + 0,440 X_3 + \epsilon$$

This can be seen in the following information:

1. α = with the constant value listed at 6.811 with the coefficients of Work Experience (X1), Organizational Citizenship Behavior (X2) and commitment (X3), worth zero, then employee performance is obtained at 6.811. This means that even without work experience, organizational citizenship behavior and commitment remain positive.
2. β_1 = with a regression coefficient value of 0.327, it means that if the Work Experience variable (X1) increases by 1 score, there will be an increase in performance of 0.327.
3. β_2 = with an Organizational Citizenship Behavior (X2) value of 0.179 if there is an increase of 1 score for work experience, it will be followed by an increase in performance of 0.179.
4. β_3 = with a commitment value (X3) of 0.440 if there is a decrease of 1 score for commitment, it will be followed by an increase in performance of 0.440.

T-test Results (Partial Test)

Table 8. T-test Results (Partial Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.811	3.626		1.878	.063
	Work Experience	.327	.156	.206	2.094	.039
	Organizational Citizenship Behavior	.179	.086	.190	2.075	.040
	Commntiment	.440	.125	.315	3.524	.001

a. Dependent Variable: Employee Performance

Source: Processed by researchers (2024)

Based on the t test results above, the t table value = at n-k (100-4) is 96 at a significant level of 5% (0.05) is 1.985. Thus, to find out partially, the following explanation can be described:

1. Work Experience (X1), The t-count of the Work Experience variable is 2.094, for an error of 5% two-party test and df = (110-4 = 106), obtained t-table 1.982. In this case t-count 2.094 > t-table 1.982. Furthermore, it is also seen that the probability value of t, namely sig is 0.039 while the significant level α previously set was 0.05, the sig value

is $0.039 < 0.05$ so that H1 is accepted, so it can be concluded that the Work Experience variable (X1) has a positive and significant effect on Employee Performance.

2. Organizational Citizenship Behavior (OCB) (X2), Organizational Citizenship Behavior t-count value 2.075, for an error of 5% two-party test and $df = (110-4 = 106)$ obtained t-table 1.982. In this case the tcount is $2.075 > T_{table} 1.982$. Furthermore, it is also seen that the probability value of t, namely sig is 0.040 while the previously set α significant level is 0.05, the sig value is $0.040 < 0.05$ so H2 is accepted, so it can be concluded that the Organizational Citizenship Behavior (X2) variable has a positive and significant effect on Employee Performance.
3. Commitment (X3), The t-count value for the Commitment variable is 3.524 for an error of 5% two-party test and $df = (106-4 = 106)$ obtained t table 1.982. In this case the t-count is $3.524 > t_{table} 1.982$. Furthermore, it is also seen that the probability value of t, namely sig, is 0.001 while the previously set α significant level is 0.05, the sig value is $0.001 < 0.05$ so that H3 is accepted, so it can be concluded that the commitment variable (X3) has a positive and significant effect on employee performance

F-Test Results (Simultaneous Test)

Table 9. F-Test Results (Simultaneous Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	792.652	3	264.217	13.523	.000^b
	Residual	2071.020	106	19.538		
	Total	2863.673	109			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Commitment, Organizational Citizenship Behavior, Work Experience						

Source: Processed by researchers (2024)

Based on the table above, it is known that F-count (13.523) > F-table (0.05) with a significance value of F is $0.000 < 0.05$ with $n = 107$ obtained the value of f-table 2.69 from these results it is known that $13,523 > 2.69$, it can be concluded that H0 is rejected and H4 is accepted. This means that the variables of Work Experience (X1), Organizational Citizenship Behavior (X2) and commitment (X3) together have a significant effect on Employee Performance (Y). Furthermore, it can be seen that the probability value of f is sig 0.000, while the significant level α previously set is 0.05, then the sig value of $0.000 < 0.05$ so it can be concluded that Work Experience, Organizational Citizenship Behavior and commitment have a significant effect on Employee Performance.

Determination Test Results

Table 10. Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.526 ^a	.277	.256	4.420
a. Predictors: (Constant), Commitment, Organizational Citizenship Behavior, Work Experience				

Source: Processed by researchers (2024)

From the table above, it can be seen that the coefficient of determination (Adjusted R Square) is 0.256 or equal to 25.6%. This figure means that the independent variables consisting of work experience, organizational citizenship behaviour affect employee performance variable while the remaining 73.4% of the employee performance variable is influenced by other variables not examined in this study.

5. CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Based on the results of the research and discussion, the following conclusions can be drawn:

1. The t-count value for the work experience variable 2.094 is greater than the t-table 1.982 and the significance value is $0.039 < 0.05$. Based on the results obtained, H0 is rejected and H1 is accepted for the work experience assessment variable (X1). Thus, partially the work experience variable has a positive and significant effect on employee performance at PT Pelabuhan Indonesia (Persero) Regional I.
2. The t-count value for the Organizational citizenship behavior variable 2.075 is greater than the t-table 1.982 and the significance value is $0.040 < 0.05$. Based on the results obtained, H0 is rejected and H1 is accepted, which means that the Organizational citizenship behavior variable (X2) has a positive and significant effect on the performance of employees of PT Pelabuhan Indonesia (Persero) Regional I.
3. The t-count value for the Commitment variable 3.524 is greater than the t-table 1.982 and the significance value is $0.001 < 0.05$. Based on the results obtained, H0 is rejected and H1 is accepted for the Commitment variable (X3). Thus, the Commitment variable has a positive and significant effect on employee performance at PT Pelabuhan Indonesia (Persero) Regional I.

SUGGESTION

Based on the conclusions obtained from the above research, the following suggestions are made:

1. To PT Pelabuhan Indonesia (Persero) Regional I, it is recommended that employees follow company standards which have a minimum provision of 1 year in being appointed as employees.
2. To PT. Pelabuhan Indonesia (Persero) Regional I, it is recommended that employees have a friendly attitude in helping coworkers so that the company can be effective in achieving goals.
3. To PT. Pelabuhan Indonesia (Persero) Regional I it is advisable to give advice or reprimand to employees who are often absent, late or go home early so that they are on time so that there is no decrease in employee performance.
4. To further researchers, it is hoped that they can develop this research on different objects, by adding organizational culture variables, leadership trust, employee well-being and other variables to be used as additional variables / made into intervening variables.

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