Knowledge, Expertise, and Experience on Employee Performance at PDAM Tirta Siak Pekanbaru City

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ABSTRACT

The purpose of this study was to determine the effect of knowledge, expertise, and experience on employee performance. This research was conducted at PT. PDAM Tirta Siak Pekanbaru City. The population is the total number of employees at PT. PDAM Tirta Siak Pekanbaru City, namely 119 people. Then the sample in this study is the entire population in this study, amounting to 119 people. The technique of determining the sample using the census method. Data analysis using multiple linear regression. The results of the study explain that the knowledge variable, expertise variable, and experience variable have a positive and significant influence on employee performance variables at PDAM Tirta Siak Pekanbaru City.

Keywords: Knowledge, Skills, Experience, Performance

INTRODUCTION

Performance is a very important and interesting part because it is proven to have very important benefits, an institution wants employees to work seriously according to their abilities to achieve good work results, without good performance from all employees, success in achieving goals will hard to achieve. Performance (Gusriani et al., 2022; Istiana et al., 2022; Sirait et al., 2022) basically includes mental attitudes and behaviors that always have the view that the work being carried out at this time must be of higher quality than the execution of past work, for the future to be of higher quality than at present. An employee or employees will feel that they have their own pride and satisfaction with the achievements that have been achieved based on the performance they provide for the company. Good performance (Awan et al., 2020; Joseph & Kibera, 2019) is a desired condition in the world of work.

This research was conducted at the Regional Drinking Water Company (PDAM) which is a regionally owned enterprise (BUMD) that provides services and organizes benefits in the field of drinking water. The company's goals are achieved if it is able to process, mobilize, and use human resources effectively and efficiently. What PDAM must pay attention to is employee performance, because employee performance (Fadhli et al., 2022; Sukmawaty et al., 2021; Wardana et al., 2022) can affect the achievement of organizational goals.

Employee performance (Atika et al., 2022; Habibi et al., 2022; Imarni et al., 2022; Rafizal et al., 2022) is a very important thing in an organization's efforts to achieve its goals. The achievement of organizational goals does not only depend on modern equipment, complete facilities and infrastructure, but even more depends on the people who carry out the work. A successful and effective company is a company with individuals who have good performance (Andrianto et al., 2023; Kersiati et al., 2023; Nyoto et al., 2023; Putri et al., 2023). Many factors can affect performance achievers such as knowledge (Hafni et al., 2020; Panjaitan et al., 2022; Renaldo et al., 2020), expertise and experience.

Knowledge is an encouragement so that an employee can do every job well in accordance with the expectations and standards set by the company. Knowledge can have a positive impact on employees in improving the resulting performance (Prasetya et al., 2023; Sriadmitum et al., 2022; Wahyudi et al., 2023). The knowledge possessed by an employee must be in accordance with the field of work he is engaged in, in other words, the better the knowledge possessed, it is hoped that it will be able to assist the employee in completing the work.

Another factor that can improve performance (Gazali et al., 2022; Juprizon et al., 2022; Y. Sari et al., 2022) is the employee's expertise in completing each job given to him. Expertise is an ability to do something for a role. It is an ability that can be transferred from one person to another. Expertise is an interest or talent that must

be possessed by someone, with the expertise they have it allows them to be able to carry out and complete tasks properly with maximum results. one source of increased expertise can come from experiences in a particular field.

In addition to the problem of employee expertise at work, the experience factor can also influence the increase in employee performance (Elfita et al., 2022; Imarni et al., 2022; Marliza et al., 2022; Yarmanelis et al., 2022) in completing work charged by the company. Experience is a measure of the length of time or working period that has been taken by someone to understand the tasks of a job and have carried them out properly.

Experience is a process of knowledge and skills that are continuously developed in carrying out a job. The experience of an employee can be measured from the length of time the employee has worked at work, it can also be seen from the extent to which the knowledge possessed by the employee and from the skills possessed by the worker in completing each job charged by the company. An employee who has experience at work will have fast movements in completing work and also be able to solve any problems in working properly, so as to be able to help the company achieve its goals.

The longer an employee works in the company, of course, can add to the work experience possessed by the employee, so this will make it easier for the employee to complete every job the company gives him. Previous studies regarding the influence of knowledge, skills and experience on performance have been widely studied by researchers and still found several research gaps. As for some of them in the research conducted by Pitri (2020) which explains that knowledge has a significant influence on employee performance, the same thing is also explained in the research by Setiyarti, Tirtayaasih and Suastama (2020) that knowledge has an influence on employee performance. This result is inversely proportional to the research of Laoh, Tewal and Oroh (2016) where knowledge has no significant effect on employee performance.

Meanwhile, according to the research results of Arofah (2016) explaining that expertise has a significant influence on employee performance. Research conducted by Fefianti and Sujianto (2013) which also explains that there is a significant influence of expertise in improving employee performance. Research conducted by Wardani (2012) also provides an explanation that expertise has a significant influence on employee performance. This is inversely proportional to Yona's research (2018) where expertise has no significant effect on improving performance.

Meanwhile, Santoso's research (2018) explains that experience has a significant influence on the performance produced by employees. The same thing is also explained in the research of Suwarno and Aprianto (2019) which found results that there is a significant effect of work experience on employee performance, and research conducted by Octavianus and Adolfina (2018) provides an explanation that experience has a significant influence on the performance produced by employee. These results are inversely proportional to the research of Hermawan, Wulandari, Buana and Sanjaya (2020) where work experience has no significant effect on performance.

Based on the description of the problems that have been discussed, the researcher is interested in raising the title "The Influence of Knowledge, Expertise and Experience on Employee Performance at PT. PDAM Tirta Siak Pekanbaru City".

Based on the formulation of the problems that have been discussed, the objectives in this study are as follows (1) To find out and analyze the effect of knowledge on employee performance at PT. PDAM Tirta Siak Pekanbaru City, (2) To find out and analyze the effect of expertise on employee performance at PT. PDAM Tirta Siak Pekanbaru City and (3) To find out and analyze the effect of experience on employee performance at PT. PDAM Tirta Siak Pekanbaru City.

LITERATURE REVIEW

Performance

Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. The definition of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. Mathis and Jackson (2016) state that performance is basically what employees do or don't do. Performance management is the overall activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company.

Furthermore, Sutrisno (2019) explains the criteria for measuring employee performance individually, there are four criteria, namely (1) Quality. Quality of work is measured by employees' perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees, (2) Quantity. Is the amount produced expressed in terms such as the number of units, the number of activity cycles completed, (3) Working

time, explaining the number of absences, delays and the period of work that has been undertaken by the individual employee and (4) Cooperation, explaining how the individual helps or hinder the efforts of co-workers.

Knowledge

According to Pitri (2020) explaining knowledge is the result of human sensing, or the result of knowing someone about objects through their senses, so it can be concluded that knowledge is a variety of things that are obtained by someone through the five senses.

According to Padang and Sihombing (2020) In measuring the level of knowledge of an employee in working, it can be seen based on several indicators as follows (1) Understanding of the scope of tasks / work, (2) Understanding of the procedures for carrying out tasks / work, (3) Understanding of how to carry out tasks / work, (4) Appreciation of the responsibilities of the task / work, (5) Understanding of challenges in carrying out tasks / work and (6) Appropriateness of variations in knowledge possessed with knowledge

Skill

Hasibuan (2017) states that expertise must receive the main attention in selection qualifications. This will determine whether or not a person is able to complete the work assigned to him. This expertise includes technical skills, human skills, conceptual skills, skills to take advantage of opportunities and the accuracy of using the equipment owned by the organization in achieving goals.

Experience

In measuring a person's work experience at work, several indicators are used as follows: (Suwarno and Aprianto, 2019) (1) Length of time/working period. The measure of the length of time or working period that has been taken by someone so that they can understand the tasks of a job and have carried them out properly, (2) the level of knowledge and skills possessed. Knowledge refers to concepts, principles, procedures, policies or other information needed by employees. Knowledge also includes the ability to understand and apply information on job responsibilities. While skills refer to the physical abilities needed to achieve or carry out a task or job and (3) Mastery of work and equipment.

Relations Between Variables and Hypotheses

The Effect of Knowledge on Employee Performance

Everything that is known from the learning process is knowledge, the higher the level of employee education, the higher the knowledge possessed. The knowledge possessed by an employee must also be in accordance with the field occupied, in other words, the major when taking education must be in accordance with the field of work. By itself, at the time of sensing to produce knowledge is greatly influenced by the intensity of attention and perception of the object. Most of a person's knowledge is obtained through the sense of hearing, namely the ears and the sense of sight (Notoatmodjo, 2014).

Knowledge is a form of mastery of knowledge in a field related to the tasks given by the company. Good knowledge will lead to increased employee performance. In general, the work done by someone is a manifestation of the knowledge they have. Knowledge is very important because by having knowledge, employees can carry out their work in accordance with established procedures and rules so as to achieve optimal results. Thus knowledge is needed to achieve effective performance in carrying out work tasks.

Research conducted by Pitri (2020) which explains that knowledge has a significant influence on employee performance, the same thing is also explained in the research by Setiyarti, Tirtayasih and Suastama (2020) that knowledge has an influence on employee performance. This result is inversely proportional to the research of Laoh, Tewal and Oroh (2016) where knowledge has no significant effect on employee performance. Based on the explanation above, the hypothesis used in this study is:

H1: Knowledge affects employee performance

The Effect of Expertise on Employee Performance

With an increase in employee skills, this will have a positive effect on employee performance, if employee performance increases, production values and all other activities within the company will be achieved. In connection with this, various opinions of experts state that if skills are managed properly and correctly, then the increase in employee performance will be better. Utilization of an employee's expertise in his field is expected to be able to improve the employee's performance. This will be able to lead an employee to complete the work assigned to him. (Hasibuan, 2017)

The results of Arofah's research (2016) explain that expertise has a significant influence on employee performance. Research conducted by Fefianti and Sujianto (2013) which also explains that there is a significant

influence of expertise in improving employee performance. Research conducted by Wardani (2012) also provides an explanation that expertise has a significant influence on employee performance. This is inversely proportional to Yona's research (2018) where expertise has no significant effect on improving performance. Based on the explanation above, the hypothesis used in this study is:

H2: Expertise affects employee performance

Effect of Experience on Employee Performance

Work experience is the level of mastery of knowledge and skills possessed by employees at work which can be measured from the length of service and the type of work the employee has done during a certain period. This is in line with the theory stated by Robbins and Timothy (2013) that work experience is based on the knowledge and skills possessed by employees.

The size of work experience can affect a person in managing and carrying out performance tasks and employee income levels. So that from the data obtained it shows that there is a gap between theory and reality. Martoyo (2016) states that an organization or company will tend to prefer applicants who are experienced than inexperienced because those who are experienced are seen as more capable of carrying out the tasks that will be given later.

The results of Santoso's research (2018) explain that experience has a significant influence on the performance produced by employees. The same thing is also explained in the research of Suwarno and Aprianto (2019) which found results that there is a significant effect of work experience on employee performance, and research conducted by Octavianus and Adolfina (2018) provides an explanation that experience has a significant influence on the performance produced by employee. These results are inversely proportional to the research of Hermawan, Wulandari, Buana and Sanjaya (2020) where work experience has no significant effect on performance. Based on the explanation above, the hypothesis used in this study is

H3: Experience influences employee performance

METHODOLOGY

Place and time of research

This research was conducted at PT. PDAM Tirta Siak Pekanbaru City. The time and implementation of this research starts from August – December 2022.

Population and Sample

In this study, the population is the total number of employees at PT. PDAM Tirta Siak Pekanbaru City, namely 119 people. Then the sample in this study is the entire population in this study, amounting to 119 people. The technique of determining the sample using the census method.

Data Types and Sources

The type of data used in this research is quantitative data, which is data collected in the form of numbers obtained from the calculation of the questionnaire that will be carried out and related to the problem to be studied. While the data sources used in this study are primary data and secondary data.

Data collection technique

The data collection techniques used in this study were interviews, questionnaires and literature study

Data Analysis Techniques

Preliminary Test

The validity test was carried out with the aim of measuring the validity or invalidity of a questionnaire. A questionnaire is said to be valid if the question value is Corrected Item Total Correlation or the value of r count must be above 0.3. This is because if the calculated r value is less than 0.3, it means that the item has a lower relationship with the other question items than the variables studied, so that the item is declared invalid. The reliability test is the decision making for reliability testing, namely a construct or variable is said to be reliable if it gives a Cronbach Alpha value of > 0.70.

Normality test

The normality test is used to test the independent variable data (X) and the dependent variable data (Y) in the resulting regression equation. Normal distribution or abnormal distribution. A good regression model is a

regression model that has a normal or close to normal distribution, so it is feasible to be tested statistically. The data normality test uses the Kolmogorov-Smirnov Test of Normality.

Multicollinearity Test

The multicollinearity test was applied to multiple regression analysis consisting of two or more independent variables. The guideline for a regression model that is free of multicollinearity is to have a tolerance number close to 1. The VIF limit is 10, if the VIF value is below 10, then multicollinearity does not occur.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is no variable similarity from one residual observation to another. The basis for decision making using the Glejser test is (1) If the significance value is > 0.05 then the data does not have heteroscedasticity and (2) If the significance value is <0.05 then the data has heteroscedasticity.

F Test (Simultaneous Test)

The F test is a simultaneous test of the regression coefficients. This test was conducted to determine the effect of all the independent variables contained in the model simultaneously (simultaneously) on the dependent variable.

Coefficient of Determination (R2)

The coefficient of determination (R2) essentially measures how far the model's ability to explain variations in the dependent variable. The value of the coefficient of determination is between zero and one ($0 \leq R^2 \geq 1$). The greater the coefficient of determination in a regression equation, the smaller the effect of all the independent variables Product Quality, Promotion, Brand Image and Price on the dependent variable Purchase Decision.

Multiple Linear Regression Test

The regression analysis used in this study is multiple linear regression analysis. Multiple Linear Regression Analysis is used to measure the effect of more than one predictor variable (independent variable) on the dependent variable. Ghozali (2018) suggests. The equation of the multiple linear regression line can be written as follows $Y = a + \beta 1 X1 + \beta 2 X2 + \beta 3 X3 + e$

Hypothesis testing

The hypothesis test used in this study is the Partial Test (T Test). The t-test (t-test) tests the regression coefficients partially. This test is conducted to determine the significance of the role partially between the independent variable and the dependent variable by assuming that the other independent variables are considered constant. The T test results of this calculation are then compared with the t table using an error level of 0.05. The criteria used are as follows (1) H0 is accepted if tcount ≤ ttable or sig value > α and (2) H0 is rejected if tcount ≥ ttable or sig value < α.

RESULTS AND DISCUSSION

Validity and Reliability Test

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Table 1. Validity Test Results

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Variable	Statement	CITC Value	R table	Information
Knowledge (X1)	X1.1	0.548	0.3	Valid
	X1.2	0.559	0.3	Valid
	X1.3	0.572	0.3	Valid
	X1.4	0.406	0.3	Valid
	X1.5	0.714	0.3	Valid
	X1.6	0.590	0.3	Valid
	X1.7	0.511	0.3	Valid
	X1.8	0.404	0.3	Valid
	X1.9	0.563	0.3	Valid
	X1.10	0.375	0.3	Valid
	X1.11	0.449	0.3	Valid
	X1.12	0.708	0.3	Valid
Skills (X2)	X2.1	0.735	0.3	Valid

Variable	Statement	CITC Value	R table	Information
	X2.2	0.590	0.3	Valid
	X2.3	0.750	0.3	Valid
	X2.4	0.738	0.3	Valid
	X2.5	0.712	0.3	Valid
	X2.6	0.826	0.3	Valid
	X3.1	0.567	0.3	Valid
	X3.2	0.730	0.3	Valid
Experience (X3)	X3.3	0.839	0.3	Valid
	X3.4	0.676	0.3	Valid
	X3.5	0.782	0.3	Valid
	X3.6	0.768	0.3	Valid
	Y1.1	0.756	0.3	Valid
	Y1.2	0.678	0.3	Valid
	Y1.3	0.343	0.3	Valid
	Y1.4	0.556	0.3	Valid
Employee Performance (Y)	Y1.5	0.768	0.3	Valid
	Y1.6	0.464	0.3	Valid
	Y1.7	0.364	0.3	Valid
	Y1.8	0.410	0.3	Valid

Source: SPSS Processed Data, 2023

Table 2. Reliability Test Results

No	Variable	Cronbach's Alpha	Limit Value	Information
1	Knowledge (X1)	0.854	0.6	Reliable
2	Skills (X2)	0.895	0.6	Reliable
3	Experience (X3)	0.898	0.6	Reliable
4	Employee Performance (Y)	0.82	0.6	Reliable

Source: SPSS Processed Data, 2023

Based on table 1 above, it shows that all statement items for the variables of customer value, product quality, price perception and customer loyalty have a Corrected Item -Total Correlation value that is greater than 0.3. Thus, it means that it can be concluded that all statement items on all variables are declared valid for further testing. While the results of the reliability test on customer value variables, product quality, price perceptions and customer loyalty for each variable obtained results above 0.6. Thus, all the variables in this research instrument are declared reliable for further testing.

Normality test

The Normality Test with Kolmogorov Smirnov is carried out by comparing the distribution of the data (which will be tested for normality) with the standard normal distribution. The standard normal distribution is data that has been transformed into a Z-Score and is assumed to be normal. The following are the results of the Kolmogorov Smirnov Test:

Table 3. Results of the One-Sample Kolmogorov-Smirnov Test for Normality

	Unstandardized Residual
N	119
Kolmogorov-Smirnov Z	0.755
Asymp. Sig. (2-tailed)	0.619

Source: Processed Data of SPSS, 2023

Based on table 3 above, it can be seen that the Kolmogrov-Smirnov Z value for the profitability variable (Y) is 0.755 an Asymp. Sig (2 tailed) 0.619 above 0.05, meaning that the data is normally distributed. So that the sample data is good and feasible to use in this study.

Multicollinearity Test

To detect the presence or absence of multicollinearity symptoms between independent variables, Variance Inflation Factor (VIF) and Tolerance are used. The limit of the Tolerance Value is 0.10 and the VIF limit is 10.

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Information
Knowledge (X1)	0.868	1.152	Multicollinearity Does Not Occur
Skills (X2)	0.264	3.794	Multicollinearity Does Not Occur
Experience (X3)	0.269	3.724	Multicollinearity Does Not Occur

Source: Processed Data of SPSS, 2023

From table 4 above, it can be seen that the VIF (Variance Inflation Factor) of each variable in this study shows a number less than 10. This means that the variables in this study do not have symptoms of multicollinearity.

Heteroscedasticity Test

A data can be said not to contain heteroscedasticity if the level of significance is greater than the confidence level of 5%. Table 11 is the result of the heteroscedasticity test as follows:

Table 5. Heteroscedasticity Test Results

Variable	Significant Value	Information
Knowledge (X1)	0.361	There is no Heteroscedasticity
Skills (X2)	0.640	There is no Heteroscedasticity
Experience (X3)	0.708	There is no Heteroscedasticity

Source: SPSS Processed Data, 2023

Based on Table 5 of the Heteroscedasticity Test with the Glacier method, the significant values produced for each variable are greater than 0.05, so it can be concluded that there are no symptoms of heteroscedasticity.

Model Feasibility Test

Determination Coefficient Test (R2)

The coefficient of determination test (R2) aims to explain the proportion of variation in the dependent variable that is explained by the independent variables together.

Table 6. Test Results for the Coefficient of Determination (R2)

Model	R	R Square	Adjusted R Square
1	0.865	0.747	0.741

Source: Processed Data of SPSS, 2023

Table 6 shows the coefficient of determination of the adjusted R Square value of 0.741 explaining that knowledge, expertise and experience can affect employee performance by 74.1% while the remaining 25.9% is influenced by other variables not used in this study

Simultaneous Coefficient Significance Test (F Test)

To test the significance of the simultaneous effect as follows:

Table 7. Simultaneous Significance Test Results (Test F)

Variable	F count	F table	Sig.	Information
the effect of direct promotions, discount strategies, product quality and service responsiveness on customer loyalty	113.407	2.680	0.000	Significant Influence

Source: SPSS Processed Data, 2022

From the results of simultaneous testing, the results of F count (113.407) > F table (2.68) with Sig. (0.000) < 0.05. This means that simultaneously knowledge, expertise and experience can affect employee performance, it can be concluded that the regression model used in this study is feasible.

Multiple Linear Regression Test

Multiple regression equations are used to describe the model of the relationship between the independent variables and the dependent variable. This regression equation contains the constant or intercept value of the regression coefficient or slope and the independent variables. Based on the results of the study, the equations in the multiple linear regression analysis in this study are:

Table 8. Multiple Regression Analysis

No	Variable	B	Std. Error
1	Constant	10.288	1.605
2	Knowledge (X1)	0.163	0.038
3	Skills (X2)	0.546	0.086
4	Experience (X3)	0.181	0.080

Source: Processed Data of SPSS, 2023

Hypothesis testing

The formula for taking t table with a significance value of 5% is T table = 1.981. The decision-making criteria in the research are as follows (1) If tCount > tTable with a significance value <0.05 then the hypothesis is accepted and (2) If tCount < tTable with a significance value > 0.05 then the hypothesis is rejected

Table 9. Partial Hypothesis Test

Model	t count	t table	Sig	Information
Knowledge (X1) > Employee Performance (Y)	4.317	1.981	0.000	Positive and Significant Influence
Skills (X2) > Employee Performance (Y)	6.351	1.981	0.000	Positive and Significant Influence
Experience (X3) > Employee Performance (Y)	2.257	1.981	0.026	Positive and Significant Influence

Source: Processed Data of SPSS, 2023

Discussion

The Effect of Knowledge on Employee Performance

The results of the study explain that knowledge has a positive and significant influence on employee performance at PDAM Tirta Siak Pekanbaru City. Everything that is known from the learning process is knowledge, the higher the level of employee education, the higher the knowledge possessed. The knowledge possessed by an employee must also be in accordance with the field occupied, in other words, the major when taking education must be in accordance with the field of work. Knowledge is the result of human sensing, or the result of knowing someone about an object through the senses they have (eyes, nose, ears, and so on). By itself, at the time of sensing to produce knowledge is greatly influenced by the intensity of attention and perception of the object. Most of a person's knowledge is obtained through the sense of hearing, namely the ears and the sense of sight (Notoatmodjo, 2014).

Knowledge is a form of mastery of knowledge in a field related to the tasks given by the company. Good knowledge will lead to increased employee performance. In general, the work done by someone is a manifestation of the knowledge they have. Knowledge is very important because by having knowledge, employees can carry out their work in accordance with established procedures and rules so as to achieve optimal results. Thus, knowledge is needed to achieve effective performance in carrying out work tasks.

Research conducted by Pitri (2020) which explains that knowledge has a significant influence on employee performance, the same thing is also explained in the research by Setiyarti, Tirtayasih and Suastama (2020) that knowledge has an influence on employee performance. This result is inversely proportional to the research of Laoh, Tewal and Oroh (2016) where knowledge has no significant effect on employee performance.

The Effect of Expertise on Employee Performance

The results of the study explain that expertise has a positive and significant influence on employee performance at PDAM Tirta Siak Pekanbaru City. With an increase in employee skills, this will have a positive effect on employee performance, if employee performance increases, production values and all other activities within the company will be achieved. In connection with this, various opinions of experts state that if skills are managed properly and correctly, then the increase in employee performance will be better. Utilization of an employee's expertise in his field is expected to be able to improve the employee's performance. This will be able to lead an employee to complete the work assigned to him. (Hasibuan, 2017).

The results of Arofah's research (2016) explain that expertise has a significant influence on employee performance. Research conducted by Fefianti and Sujianto (2013) which also explains that there is a significant influence of expertise in improving employee performance. Research conducted by Wardani (2012) also provides an explanation that expertise has a significant influence on employee performance. This is inversely proportional to Yona's research (2018) where expertise has no significant effect on improving performance.

Effect of Experience on Employee Performance

The results of the study explain that experience has a positive and significant influence on employee performance at PDAM Tirta Siak Pekanbaru City. Work experience is the level of mastery of knowledge and skills possessed by employees at work which can be measured from the length of service and the type of work the employee has done during a certain period. This is in line with the theory stated by Robbins and Timothy (2013) that work experience is based on the knowledge and skills possessed by employees.

The size of work experience can affect a person in managing and carrying out performance tasks and employee income levels. So that from the data obtained it shows that there is a gap between theory and reality. Martoyo (2016) states that an organization or company will tend to prefer applicants who are experienced than inexperienced because those who are experienced are seen as more capable of carrying out the tasks that will be given later.

The results of Santoso's research (2018) explain that experience has a significant influence on the performance produced by employees. The same thing is also explained in the research of Suwarno and Aprianto (2019) which found results that there is a significant effect of work experience on employee performance, and research conducted by Octavianus and Adolfina (2018) provides an explanation that experience has a significant influence on the performance produced by employee. These results are inversely proportional to the research of Hermawan, Wulandari, Buana and Sanjaya (2020) where work experience has no significant effect on performance.

CONCLUSION

Conclusion

Based on the results of the research that has been done, where the conclusions that can be drawn in this study are (1) The results of the research that have been carried out the knowledge variable has a significant influence on the employee performance variable at PDAM Tirta Siak Pekanbaru City, (2) The results of the research that have been carried out variable expertise has a significant effect on employee performance variables at PDAM Tirta Siak Pekanbaru City and (3) The results of research that has been carried out experience variable has a significant effect on employee performance variables at PDAM Tirta Siak Pekanbaru City.

Limitation

Based on the research results, there are several limitations in the study including (1) This research only uses basic level analysis by examining the effect between the independent variable (X) and the dependent variable (Y) and (2) This study does not carry out further tests using mediating or moderating variables as solutions in solving problems in research objects and research gaps found to produce research that is better and different from previous researchers.

Suggestion

The suggestions that the author can give regarding the results of this research for the company include (1) It is suggested to the management of PDAM Tirta Siak Pekanbaru City to be able to provide education and training programs to each employee with the aim of increasing knowledge and skills at work, (2) To employees PDAM Tirta Siak Pekanbaru City is expected to be able to add experience that can support the increase in expected performance achievement and (3) For further researchers it is hoped that they can develop this research by adding other variables that can affect the resulting performance such as Commitment (Putra et al., 2023), leadership (Sudarno et al., 2023), culture (Panjaitan et al., 2023), literacy (S. I. Sari et al., 2022), workload (Hafni et al., 2022).

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