

**THE INFLUENCE OF PROFESSIONAL CAPABILITY AND EMPLOYEE
EXPERIENCE ON IMPROVING INNOVATIVE BEHAVIOR AND EMPLOYEE
PERFORMANCE**

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ABSTRACT

This research investigates the relationship between professional capability and employee experience on innovative behavior and employee performance and the influence of innovative behavior on employee performance. The type of research is explanatory research, which aims to analyze the relationship between exogenous and endogenous variables. This study's population consisted of employees from four different manufacturing companies. This study uses quantitative methods with primary data obtained from questionnaires. The sample selection will use a non-probability sampling method, which is purposive sampling, where not all of the population can be sampled. The sample in this study was 100 employees. Data analysis used the PLS method. The results showed a positive and significant effect on all hypotheses. The limitations of the research are the completion time for collecting data and the lack of direct validation from respondents. For future agendas, research should be carried out in various companies. It could be developed by modification models, confirming relationships between variables, and understanding other indicators of employee performance and innovative behavior in a study.

Keywords: professional capability, employee experience, innovative behavior, employee performance

A. INTRODUCTION

A company's success in competition is determined by its resources, especially its human resources (Hadi et al., 2020). The very important role of human resources requires companies to pay special attention to employees on an ongoing basis (Khasanah et al., 2010). The work results of its employees greatly influence the success of a company. To improve the quality of employee performance, companies need to carry out effective management activities for the benefit of both parties, the company and the employees (Andayani et al., 2010). According to Carmeli & Spreitzer (2009), innovative behavior determines employee development in the workplace. This statement is also supported by research from Porath et al. (2012), stating that innovative behavior is one factor that supports employees' development. In a practical sense, innovative work is a behavior that involves the process of creative (intrapersonal) thinking to

convince others (interpersonal) in every implementation of ideas in work situations (De-Jong & Hartog, 2010).

Their professional capabilities can also determine employee performance (Kurniawan, 2012). The definition of capability can be seen in Khodir & Makmur (2020), which is a capability each individual possesses to carry out their duties. In addition, work experience is one of the keys to increasing the work productivity of an employee. An employee's lack of work experience means that when the employee works, instead of increasing the number of products, the product will decrease due to not being by the standards set by the company (Pitriyani & Halim, 2020). As a result of this incident, the company must provide teaching staff to train the employee so that the employee understands and comprehends each job that will be carried out. Besides requiring time for training, the company also has to pay for the training activities, which reduces the company's profits.

The four manufacturing companies that the authors targeted in this study had employees who were inseparable from problems, including the lack of optimal expertise and skills provided by employees in carrying out the work given by the company to them. The company also expects an increase in innovative behavior generated by employees every month. However, in reality, not all employees can meet all the expectations desired by the company, given each employee's different abilities and skills.

Several researchers in the human resources field have previously tested the effect of professional capability on innovative behavior (Berliana & Arsanti, 2018). Riani et al. (2017) found that professional capability influences innovative behavior but has a significant level of difference. Professional capability research relates significantly to employee performance (Bolung et al., 2018). The results show that professional capability does not significantly affect employee performance. The differences between these results imply the presence of gaps, which this study attempts to fill in in previous studies. This study will address the following questions: How does professional capability influence innovative behavior? How does employee experience influence innovative behavior? How does professional capability influence employee performance? How does employee experience influence employee performance? How does innovative behavior influence employee performance? This study attempts to understand the effect of professional capabilities and employee experience on increasing innovative behavior and employee performance.

B. LITERATURE REVIEWS

The following are some literature reviews related to this research, starting with professional capability, employee experience, innovative behavior, and employee performance.

Professional Capabilities

Capability is applying human resources' abilities, knowledge, and experience to develop predetermined work strategies. It can provide value to an organization (Berliana & Arsanti, 2018). According to Khodir & Makmur (2020), capability or ability comes from the basic word capable, which, about tasks and work, means carrying out tasks and work to produce goods or services as expected.

According to Khodir & Makmur (2020) explain, to analyze the strength and capability of company resources, indicators that need attention include skills or expertise, which includes, among other things, strength in the skills and expertise possessed, valuable physical assets, which includes good work equipment facilities, sufficient human resource assets accompanied by a clear division of work, and valuable organizational assets, including a quality control system with qualified technology.

Employee Experience

According to Kristianti & Sunarsi (2020), employee experience is a basis/reference for an employee to be able to place themselves in the right conditions, take risks, be able to face challenges with full responsibility and be able to communicate well with various parties to maintain productivity, productivity and produce individuals who are competent in their fields. According to Pitriyani & Halim (2020), employee work experience describes the mastery of knowledge and skills an employee possesses, which can be measured by the employee's length of service and type of work. According to Hani Handoko, the factors that influence work experience are personal background, talents and interests, attitudes and needs, analytical and manipulative abilities, and technical skills and abilities, which are used to assess abilities in the technical aspects of work. The indicators of employee experience, according to Sartika (2015), are the length of time/period of work, level of knowledge and skills, and mastery of work and equipment.

Innovative Behavior

Several experts have defined innovative work behavior. According to Faraz et al. (2019) and Wang et al. (2019), innovative work behavior is intentional individual behavior for the introduction and application in a role, group or organization of an idea, process, product or

procedure, which is something new for the unit concerned, designed to significantly benefit an individual, group, organization or wider society. Furthermore, Janssen (2000) explains innovative work behavior as the deliberate creation, introduction and application of new ideas in a work role, group or organization to obtain role, group or organizational performance benefits. According to Khodir & Makmur (2020), the indicators of innovative behavior are opportunity exploration, generativity, formative investigation, championing, and application.

Employee Performance

Explanation According to Mangkunegara (2012), employee performance results from work in terms of quality and quantity achieved by an employee in carrying out his duties according to his responsibilities. Based on the definition above, it can be concluded that employee performance is the result or overall success of a person in completing work with a certain level of ability with a clear understanding of what will be done with various possibilities, as standard work results, targets or means that have been determined in the collective agreement. The employee performance indicators include the quality and quantity produced, working time and cooperation.

Professional Capability and Innovative Behavior

Capability positively affects innovative work behavior (Berliana & Arsanti, 2018). By having a strong capability orientation, a person will continue to improve their innovative behavior to support their work and provide the best results (Aggarwal & Prasad, 1997). Therefore, organizations need to identify key individual capabilities that lead to success. Thus, individuals in the organization will have valuable added value for the organization (Calantone et al., 2002; Neely & Hii, 1998; Palangkaraya et al., 2010; Salaman & Storey, 2002; Thornhill, 2006). Based on the theory and description above, the provisional assumptions that can be taken are:

H1: Professional capability has a positive and significant effect on innovative behavior.

Employee Experience and Innovative Behavior

Employee experience positively and significantly affects innovative behavior (Harun et al., 2022). Mulyasa (2011) states that training and organization are very beneficial for employees in developing their knowledge and experience, especially in HR. Based on the theory and description above, the provisional assumptions that can be taken are:

H2: Employee experience has a positive and significant effect on innovative behavior.

Professional Capability and Employee Performance

Professional Capability can be interpreted as a person's abilities and skills in doing work according to their field. Skills and abilities reflect the direction and goals to be achieved by an organization (Kurniawan, 2012). This study's results align with research by Ramadhan (2018). Research by Hatta et al. (2019) stated that professional capability positively and significantly affects employee performance. Based on the theory and description above, the provisional assumptions that can be taken are:

H3: Professional capability has a positive and significant effect on employee performance

Employee Experience and Employee Performance

Simanjuntak (2005) suggests that work experience can deepen and broaden work capabilities. The more often someone does the same job, the more skilled and faster he gets the job done. The performance of these employees refers to work results and work attitudes in completing work (Aristarini et al., 2014). This is also in line with the theory stated by Mangkunegara (Ratulangi & Soegoto, 2016) that employee performance results from work in terms of quality and quantity achieved by an employee in carrying out his duties. Based on the theory and description above, the provisional assumptions that can be taken are:

H4: Employee experience has a positive and significant effect on employee performance

Professional Capability and Innovative Behavior

Innovative behavior positively affects employee performance, so it can be concluded that if it is higher, employee performance will be better (Astuti et al., 2019; Sujarwo & Wahjono, 2017). Based on the theory and description above, temporary assumptions that can be taken are:

H5: Innovative behavior has a positive and significant effect on employee performance

Research Framework

Based on the explanation of the literature review and the hypothesis proposed by the authors, the research framework is as follows:

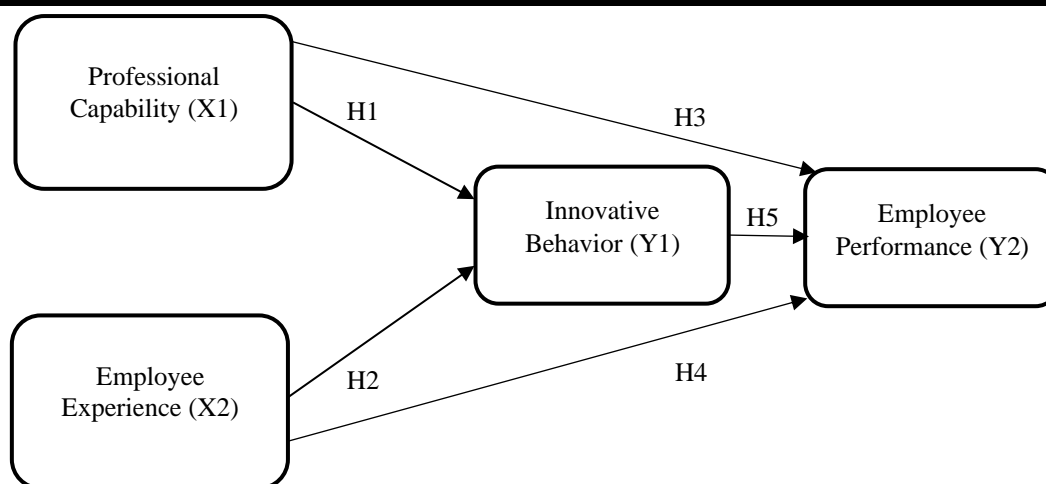


Figure 1. Empirical Research Model

Source: Processed primary data

C. RESEARCH METHOD

The research used is an Explanatory Study, which provides evidence of the influence of innovative behavior through professional capabilities and employee experience. According to Sugiyono (2013), explanatory research explains the position between the variables studied and the relationship between one variable and another through testing hypotheses that have been formulated. The approach used in this research is a quantitative approach, which is said to be a quantitative method because the research data is in the form of numbers, and the analysis uses statistics.

The population in this study consisted of employees of four manufacturing companies: PT. Bina Pertiwi, PT. Ducotti Dieselindo Persada, PT. Bambang Djaja, and PT. Trans Pacific Petrochemical Indotama. The sampling technique in this study is a census. A census is a sampling technique when the entire population is used as a sample (Sugiyono, 2005). In this study, the samples taken were 100 combined employees from the four companies. The data collection method used is a questionnaire. This method of collecting data is done by providing written questions that respondents will answer.

Because this research uses quantitative methods, the analysis uses Partial Least Square (PLS). PLS can analyze the research variables used, including factor analysis, regression analysis, and test path analysis. This research technique uses PLS, and there are two stages, namely the measurement model test, namely testing the validity and reliability of the construct of each indicator and the structural model test, which aims to determine whether there is an influence between variables between the constructs which are measured using *t* unit of PLS.

D. RESULTS AND DISCUSSION

General Description of Respondents

This research's respondents were 100 employees. It was conducted by indirectly giving questionnaires through an online form to employees at the company, and it took approximately one month for all of the questionnaires to be collected 100 percent. The return rate for questionnaires that can be processed further will be presented in Table 1.

Table 1. Results of Primary Data Collection

Criteria	Amount	Percentage
Questionnaires distributed	100	
not returned	0	0%
not fit the criteria	0	0%
match the criteria	100	100%
Sample		
PT Bina Pertiwi	33	33%
PT Ducotti Diselindo Persada	24	24%
PT Bambang Djaja	15	15%
PT Trans Pacific Petrochemical Indotama	28	28%

Source: Processed primary data, 2023

Research Variable Descriptive Analysis

According to Ferdinand (2009), to find out the number of question items for each variable, the intensity frequency of the condition of each variable can be determined by multiplying the highest score, which is then divided by category: $1.00 - 2.29 = \text{low}$, $2.30 - 3.59 = \text{medium}$, and $3.60 - 5.00 = \text{high}$.

Table 2. Descriptive Statistics of Professional Capabilities

Code	Indicator	Mean	Criteria
KP. 1	Skill or expertise	4.5	High
KP. 2	Valuable physical assets	4.5	High
KP. 3	Human resource assets	4.45	High
KP. 4	organizational assets	4.51	High
	Total average	4.49	

Source: Processed Primary Data, 2023

Table 3. Employee Experience Descriptive Statistics

Code	Indicator	Mean	Criteria
P.1	Length of time/work period	4.51	High
P.2	Level of knowledge and skill	4.3	High
P.3	Mastery of work and equipment.	4.62	High
	Total average	4.47	

Source: Processed Primary Data, 2023

Table 4. Descriptive Statistics of Innovative Behavior

Code	Indicator	Mean	Criteria
PI.1	<i>Opportunity Exploration</i>	4.49	High
PI.2	<i>Generativity</i>	4.47	High
PI.3	<i>Formative Investigation</i>	4.52	High
PI.4	<i>Championing</i>	4.55	High
PI.5	<i>Application</i>	4.49	High
Average t total		4.504	

Source: Processed Primary Data, 2023

Table 5. Descriptive Statistics of Employee Performance

Code	Indicator	Mean	Criteria
KK.1	Quality produced	4.51	High
KK.2	Generated quantity	4.52	High
KK.3	Working time	4.5	High
KK.4	work together	4.61	High
Average total		4.535	

Source: Primary data processed, 2023

Based on Tables 2 to 5, the total average of all variables has a very high value, which means that applying human resources' abilities, knowledge, and experience to carry out predetermined work strategies can provide value to an organization. It is felt to exist at a high level or intensity.

Analysis of Measurement Model Testing Data (Outer Model)

Testing the Outer Model measurement model determines how to measure the Outer Model evaluation latent variables by testing Internal Consistency Reliability (Cronbach alpha and composite reliability), Convergent Validity (reliability indicators and AVE), and discriminant validity (Fonell Lacker, cross Loading, and HTMT).

Table 6. Outer Loadings Value

	Professional Capabilities (X1)	Employee Performance (Y2)	Employee Experience (X2)	Innovative Behavior (Y1)
KK1		0.748		
KK2		0.745		
KK3		0.708		
KK4		0.794		
KP1	0.843			
KP2	0.702			
KP3	0.749			
KP4	0.835			
P1			0.718	

	Professional Capabilities (X1)	Employee Performance (Y2)	Employee Experience (X2)	Innovative Behavior (Y1)
P2			0.710	
P3			0.763	
PI1				0.701
PI2				0.709
PI3				0.732
PI4				0.764
PI5				0.726

Source: Processed Primary Data, 2023

Table 6 shows the outer loading values of all the variables tested. All outer loading values are > 0.40, so all variables have met the criteria for measuring outer loadings written by Ghozali and Latan (2015) and can be continued for further testing.

Table 7. AVE value

	AVE
Professional Capabilities (X1)	0.615
Employee Performance (Y2)	0.562
Employee Experience (X2)	0.550
Innovative Behavior (Y1)	0.508

Source: Processed Primary Data, 2023

Table 7 shows that the AVE value for professional capability, employee performance, employee experience, and innovative behavior is > 0.50. Thus, it can be concluded that the indicators of these variables are valid.

Table 8. Internal Consistency Reliability

	Cronbach's Alpha	Composite Reliability
Professional Capabilities (X1)	0.789	0.864
Employee Performance (Y2)	0.739	0.837
Employee Experience (X2)	0.750	0.746
Innovative Behavior (Y1)	0.756	0.837

Source: Primary data processed, 2023

Table 8 shows that the values of all variables in reliability testing using both Cronbach's alpha and composite reliability for professional capability, employee performance, employee experience, and innovative behavior show values > 0.70. Thus, it can be concluded that the variables tested are valid and reliable, and they can proceed to further testing.

Table 9. Fornell Larcker (Correlation Value)

	Professional Capabilities (X1)	Employee Performance (Y2)	Employee Experience (X2)	Innovative Behavior (Y1)
Professional Capabilities (X1)	0.784			
Employee Performance (Y2)	0.869	0.750		
Employee Experience (X2)	0.697	0.793	0.705	
Innovative Behavior (Y1)	0.869	0.861	0.745	0.712

Source: Processed Primary Data, 2023

Table 10. Heterotrait Monotrait Ratio (HTMT)

	Professional Capabilities (X1)	Employee Performance (Y2)	Employee Experience (X2)	Innovative Behavior (Y1)
Professional Capabilities (X1)				
Employee Performance (Y2)	0.020			
Employee Experience (X2)	0.212	0.286		
Innovative Behavior (Y1)	0.303	0.143	0.213	

Source: Processed Primary Data, 2023

Tables 9 and 10 show that the results of the examination of the variables of professional capabilities, employee experience, innovative behavior, and employee performance have valid discriminant validity.

Structural Model Analysis (Inner Model)

This test, the t-test of the partial least squares, aims to see the correlation between the measured constructs. Several tests of the structural model include the R-square test for dependent constructs, the Stone-Geisser Q-square test for predictive relevance, and the significance test of the structural path parameter coefficients.

Table 11. Coefficient of Determination (R-square)

	R Square	Adjusted R Square
Employee Performance (Y2)	0.838	0.833
Innovative Behavior (Y1)	0.793	0.789

Source: Primary data processed, 2023

The results of the coefficient of determination in Table 11 show that the R-square value of the employee performance variable is 0.838, and the innovative behavior variable is 0.793. It can be concluded that there is an influence of professional capability and employee experience on innovative behavior and the influence of employee experience on innovative behavior and employee performance. The total R² value functions to calculate the model's Goodness of Fit (GOF).

Tables 12. Effect Size (F-square)

	Professional Capabilities (X1)	Employee Performance (Y2)	Employee Experience (X2)	Innovative Behavior (Y1)
Professional Capabilities (X1)		0.280		1.150
Employee Performance (Y2)				
Employee Experience (X2)		0.229		0.180
Innovative Behavior (Y1)		0.090		

Source: Processed Primary Data, 2023

Table 12: Effect Size F-square indicates that the exogenous latent variable greatly influences the endogenous variable. Another test with structural measurements is Q² predictive relevance, which validates the model.

Table 13. Predictive Relevance (Q-square)

Variable	CV Communnality	CV Redundancy
Professional Capabilities (X1)	0.312	
Employee experience (X2)	0.033	
Innovative behavior (Y1)	0.189	0.308
Employee Performance (Y2)	0.221	0.377

Source: Processed Primary Data, 2023

Table 13 shows the results of cross-validation; the commonality and redundancy indices provide the validity of the appropriate predictive model (fit model) because all latent variables have cross-validation (CV) redundancy and positive communality values and values greater than zero (0). It can be concluded that the quality of the structural model in this research is said to be appropriate or can be called a fit model.

Hypothesis Test Results

This research tests five hypotheses in the Inner Model. To determine whether a hypothesis is accepted or rejected, attention must be paid to the positive value and significance between constructs, t-value and p-value. Through the bootstrapping method in this study, the hypothesis is said to be accepted if the significance value of the t-value is > 1.96 and the p-value is < 0.05, then it can be said that H_a is accepted.

Table 14. Hypothesis Test Results

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Professional Capabilities (X1) -> Employee Performance (Y2)	0.436	0.394	0.170	2.568	0.011
Professional Capabilities (X1) -> Innovative Behavior (Y1)	0.681	0.639	0.133	5.113	0,000
Employee Experience (X2) -> Employee Performance (Y2)	0.292	0.298	0.093	3.128	0.002
Employee Experience (X2) -> Innovative Behavior (Y1)	0.270	0.271	0.088	3.064	0.002
Innovative Behavior (Y1) -> Employee Performance (Y2)	0.265	0.251	0.126	2.102	0.036

Source: Processed Primary Data, 2023

Hypothesis Test Results 1

The results of hypothesis testing show that the professional capability variable has a significant positive effect on innovative behavior with a path coefficient (O) of 0.681 with a t-statistic value of 5.113 with a significance level of 0.000, which means it is smaller than $\alpha = 0.05$. With these results and H1 being accepted, it can be concluded that professional capability positively and significantly influences innovative behavior. Thus, the first hypothesis, which states that there is a positive influence between professional capability and innovative behavior, is accepted. This is reinforced by the higher the professional capability obtained, the higher the innovative behavior will be. This is proven by the result of the path coefficient, which is positive and significant. This positive coefficient indicates that the higher the professional capability obtained, the more innovative behavior will increase. This is reinforced by the results obtained from the statement in the questionnaire that most employee capabilities align with their wishes, resulting in innovative behavior widely applied.

This research implies that high capability encourages employees to innovate and create new ideas. The scientific fields that have been mastered can be used as a basis for development ideas, which can later be realized as product innovations that are highly competitive in the

market. This is also reinforced by the opinion that capability is seen as the key to innovation and as the main determinant of organizational success and competitiveness (Calantone et al., 2002; Neely & Hii, 1998; Palangkaraya et al., 2010; Salaman & Storey, 2002; Thornhill, 2006).

Hypothesis Test Results 2

The results of hypothesis testing show that the employee experience variable has a significant positive effect on innovative behavior with a path coefficient (O) of 0.292 with a t-statistic value of 3.128 with a significance level of 0.002, which means less than $\alpha = 0.05$. With these results, H2 is accepted, so it can be concluded that employee experience positively and significantly influences innovative behavior. Thus, the second hypothesis states that there is a positive influence between employee experience and innovative behavior accepted. The coefficient with a positive sign indicates that the higher the employee's experience, the higher the innovative behavior.

This research implies that when employees have much experience, their knowledge of various products and their development will also be wider. Experience gained from various work activities inside and outside the company will enhance an employee's innovation ability. Management must pay attention to personality traits and issues during employee selection and career development, as we agree that the individual in the workplace is the organization's greatest asset (Nehmeh, 2009) and needs to be channeled for organizational success. Organizations must encourage employees to be more innovative through appropriate policies and procedures, such as guaranteed career opportunities and reward systems (Yesil & Sözbilir, 2012).

Hypothesis Test Results 3

The results of hypothesis testing show that the professional capability variable has a significant positive effect on employee performance with a path coefficient (O) of 0.436 with a t-statistic value of 2.568 with a significance level of 0.011, which means it is smaller than $\alpha = 0.05$. With these results, H3 is accepted, so it can be concluded that professional capability positively and significantly influences employee performance. Thus, the third hypothesis, which states that there is a positive influence between professional capability and employee performance, is accepted. The coefficient with a positive sign indicates that the higher the professional capability obtained, the higher the employee's performance. This is reinforced by the results obtained from the statement in the questionnaire that the capabilities of workers are by the company standards, resulting in maximum employee performance.

These results imply that with the high capability of an employee in the form of knowledge, skills, or mastery of equipment, they will be able to increase their performance in terms of the quality and quantity of the products produced. Research by Hatta et al. (2019) suggest that capability positively and significantly affects employee performance. This result also supports the theoretical basis put forward by Komang et al. (2012), which states that professional capability is one factor that influences employee performance in an organization. The research that has been done shows that the results of the professionalism capability variable and the results of employee performance are quite good. It is necessary to increase the professionalism capabilities of employees so that the performance is carried out as expected by the leadership.

Hypothesis Test Results 4

The results of hypothesis testing show that the employee experience variable has a significant positive effect on employee performance with a path coefficient (O) of 0.265 with a t-statistic value of 2.102 with a significance level of 0.036, which means it is smaller than $\alpha = 0.05$. So, with these results, H0 is rejected, and H3 is accepted, so it can be concluded that employee experience has a positive and significant influence on employee performance. Thus, the third hypothesis, which states that there is a positive influence between employee experience and employee performance, is accepted. Based on the results of testing the fourth hypothesis in this study, employee experience positively influences employee performance. This is reinforced by the higher the employee experience, the higher the employee's experience of employee performance. This is proven by the result of the path coefficient, which is positive and significant. This coefficient, which has a positive sign, shows that the higher the employee experience obtained, the higher the employee's performance will be. This is reinforced by the results obtained from the statements in the questionnaire that there are higher employee experiences, and the resulting performance will also be better.

These results imply that an employee's extensive experience will increase their sense of work in production, problem-solving and collaboration with others. The habits that are usually followed will increase the efficiency of the work process and improve its performance. The performance of these employees refers to work results and work attitudes in completing work (Aristarini et al., 2014). This is also in line with the theory stated by Mangkunegara (Ratulangi & Soegoto, 2016) that employee performance results from work in terms of quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to

him. In their research, Wirawan et al. (2018) explain that employee performance is an action carried out by employees in carrying out the work given by the company.

Hypothesis Test Results 5

The results of hypothesis testing show that the innovative behavior variable has a significant positive effect on employee performance with a path coefficient (O) of 0.270 with a t-statistic value of 3.064 with a significance level of 0.002, which means it is smaller than $\alpha = 0.05$. With these results, H5 is accepted, so it can be concluded that innovative behavior positively and significantly influences employee performance. Thus, the third hypothesis, which states that innovative behavior positively influences employee performance, is accepted. This positive coefficient indicates that the higher the innovative behavior obtained, the higher the employee's performance. This is reinforced by the results obtained from the statement in the questionnaire that the most innovative behavior, employee performance, is also improving.

These results imply that employees with highly innovative behavior and new ideas and concepts will be able to improve their performance in the company. Because innovative behavior will help accelerate the development of new products and increase the company's competitiveness. This aligns with the statement that innovative behavior positively influences employee performance, so it can be concluded that if innovative behavior is higher, employee performance will be better (Astuti et al., 2019; Sujarwo & Wahjono, 2017). Innovative behavior and innovation itself are in the form of social change; only the difference is emphasized in the characteristics of the change. Meanwhile, innovative behavior emphasizes a creative attitude towards something that changes from traditional to modern.

E. CONCLUSION

The problem formulation in this research is the influence of professional capabilities and employee experience on increasing innovative behavior and employee performance. The research results show that professional capabilities and employee experience will influence innovative behavior and improve employee performance. Professional capabilities and employee experience have a positive and significant influence on innovative behavior. Employees with high professional capabilities and more experience will increase innovative behavior and performance. Innovative behavior has a positive and significant impact on employee performance. This means that employees who exhibit highly innovative behavior will improve their performance.

A suggestion for further research is that companies need to improve their employees' professional abilities, work experience, and innovative behavior to improve their employees' performance. The smallest indicator in the professional capability variable is a responsibility, which can be further increased through special training, such as leadership training so that companies produce employees with a professional mentality. In the employee experience variable, the smallest indicator is the level of knowledge and skills; employees should be facilitated in symposiums or conferences to support employee knowledge. In the innovative behavior variable, the smallest indicator is generativity. Companies can carry out group learning activities or projects with other members regularly to generate ideas and concepts for company development.

The limitation of this research is that the method for collecting answers is less efficient because the questions are only given via an online form. It takes a relatively long time to get responses from respondents, and the answers are not directly validated. Questions should be written in writing for further research, and interviews should be conducted face-to-face. Further research is needed regarding factors other than work experience, professional abilities and innovative behavior that influence employee performance. This research has not included other variables that might influence and improve the results. Research indicators can also be added to measure employee performance and innovative behavior. Various companies can carry out further research agendas in more specific fields to discover emerging trends in the industrial field. In addition to population limitations such as age and gender, it can also be used to determine the characteristics of innovative behavior and employee performance.

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