Employee Performance in a Futures Brokerage Firm: The Impact of Work Experience and Work Discipline on Employee Performance at PT Victory International Futures, Malang

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Abstract

Introduction/Main Objectives: This study examines how work experience and work discipline independently shape employee performance at PT Victory International Futures, Malang Branch, a BAPPEBTI-licensed futures brokerage firm in Indonesia.

Background Problems: In Indonesia's financial services sector, futures brokerage firms face increasing pressure to maintain service excellence and regulatory compliance. While employee performance is critical for client retention and organizational resilience, the specific contributions of work experience and work discipline remain underexplored in this context.

Novelty: This research contributes to the literature by isolating work experience and work discipline as primary determinants within a focused model, specifically examining their influence in a futures brokerage setting that emphasizes both client education and real-time trading support.

Research Methods: A quantitative cross-sectional survey design was employed with a census sampling technique of 50 valid respondents from the Malang Branch. Data were collected using questionnaire measured on a 5-point Likert scale. Data analysis was conducted using IBM SPSS Statistics 27, including validity and reliability testing, classical assumption tests, and multiple linear regression.

Finding/Results: Both Work Experience ($\beta = 0.477$, $p = 0.003$) and Work Discipline ($\beta = 0.465$, $p = 0.003$) significantly and positively influenced Employee Performance. The model explains 85.6% of the variance in employee performance ($R^2 = 0.856$), indicating strong predictive power. The near-equal effect sizes suggest that both factors are equally vital determinants of performance in this high-stakes financial environment.

Conclusion: This study empirically confirms that both work experience and work discipline are critical determinants of employee performance in futures brokerage firms. In the high-compliance, client-facing environment of a BAPPEBTI-regulated firm, performance is driven by foundational human capital attributes: accumulated job-related knowledge and consistent behavioral adherence to organizational norms.

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Keywords: Employee Performance, Work Experience, Work Discipline, Futures Brokerage, BAPPEBTI, Human Capital, Financial Services, Indonesia

Introduction

In the dynamic landscape of Indonesia's financial services sector, futures brokerage firms play a pivotal role in facilitating investment, risk management, and market education for retail and institutional clients (Hanckel & Ann Hendry, 2025; Kwon et al., 2020). As digital transformation accelerates and regulatory oversight intensifies—led by institutions such as the Commodity Futures Trading Regulatory Agency (BAPPEBTI)—the operational success of these firms increasingly hinges not on technological infrastructure alone, but on the quality of their human capital (Lou & Zheng, 2024; Onoja et al., 2021). Employee performance, in this context, emerges as a critical determinant of service excellence, client retention, and organizational resilience.

Employee performance in high-stakes environments like futures trading is shaped by a confluence of individual and behavioral factors (Otegui, 2024). Among these, work experience and work discipline stand out as foundational yet underexplored drivers. Work experience—encompassing tenure, procedural mastery, problem-solving agility, and contextual knowledge—enables employees to navigate complex client interactions, volatile market conditions, and evolving compliance requirements with greater efficiency and judgment (Aida, 2021; Pardosi et al., 2025). Simultaneously, work discipline—manifested through punctuality, adherence to standard operating procedures (SOPs), task accountability, and self-regulated conduct—ensures operational integrity, minimizes errors, and upholds the ethical standards demanded by financial regulators (Maryani et al., 2021; Perkasa et al., 2023).

While prior studies in Indonesia have examined these variables in related contexts—such as money changers (Dewi et al., 2024; Kurniawati et al., 2024) and other futures firms like PT Best Profit Futures (Jeninu & Mas, 2025; Lujunai, 2025)—a significant gap remains in understanding their direct and joint influence within a single, focused model in a futures brokerage setting that emphasizes both client education and real-time trading support. Notably, existing research often bundles additional constructs (e.g., motivation, job satisfaction), potentially obscuring the unique contributions of experience and discipline. Moreover, no known study has specifically investigated these dynamics at PT Victory International Futures, a BAPPEBTI-licensed firm in Malang that actively integrates trader education with brokerage services—a dual role that places exceptional demands on employee competence and consistency.

This study addresses that gap by empirically testing how work experience and work discipline independently shape employee performance at PT Victory International Futures, Malang Branch. By isolating these two core behavioral antecedents, the research offers a streamlined yet theoretically grounded framework aligned with human capital theory and organizational behavior principles. The findings aim to provide actionable insights for talent development, performance management, and workplace culture design in Indonesia's rapidly evolving derivatives market—contributing both to scholarly discourse and practical HR strategy in financial services.

Research Methods

This study employs a quantitative cross-sectional survey design to examine the influence of Work Experience and Work Discipline on Employee Performance at PT Victory International Futures, Malang Branch. The population consists of all active employees who have worked at the firm for at least six months, ensuring sufficient familiarity with the company's operational procedures, client education protocols, and regulatory requirements under BAPPEBTI (Commodity Futures Trading Regulatory Agency). Given the manageable size of the

population and accessibility constraints, a census sampling technique was applied, resulting in a total of 50 valid respondents.

Data were collected using a structured self-administered questionnaire based on validated theoretical constructs. All items were measured on a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Work Experience construct was assessed through 10 indicators grouped into five dimensions: (1) length of tenure, (2) mastery of duties and responsibilities, (3) problem-solving ability, (4) adaptability to change, and (5) understanding of company systems and procedures (Nilsson, 2010). Work Discipline was measured using 10 items across five aspects: (1) attendance and punctuality, (2) compliance with company regulations and SOPs, (3) responsibility in task completion, (4) orderly and systematic work behavior, and (5) self-control and behavioral consistency (Hartatik, 2014). Employee Performance was evaluated via 10 indicators reflecting five key performance domains: (1) work quantity, (2) work quality, (3) timeliness, (4) initiative and creativity, and (5) responsibility and discipline (Colquitt et al., 2015; Na-Nan et al., 2018).

Prior to full deployment, the instrument underwent content validity review by two management academics and one HR practitioner from the financial services sector. Data analysis was conducted using IBM SPSS Statistics 27. The analytical procedure included validity and reliability testing, with all constructs demonstrating acceptable internal consistency (Cronbach's Alpha = 0.781–0.783). Classical assumption tests were performed: normality was confirmed using the Kolmogorov-Smirnov test ($p = 0.200$), multicollinearity was assessed via Variance Inflation Factor (VIF = 7.288), which, while indicating moderate correlation, remained below the critical threshold of 10, and heteroscedasticity was ruled out through regression of absolute residuals ($p > 0.05$). Hypothesis testing was carried out using multiple linear regression, which revealed that both Work Experience ($\beta = 0.477$, $p = 0.003$) and Work Discipline ($\beta = 0.465$, $p = 0.003$) significantly and positively influence Employee Performance. The model explains 85.6% of the variance in employee performance ($R^2 = 0.856$), indicating strong predictive power.
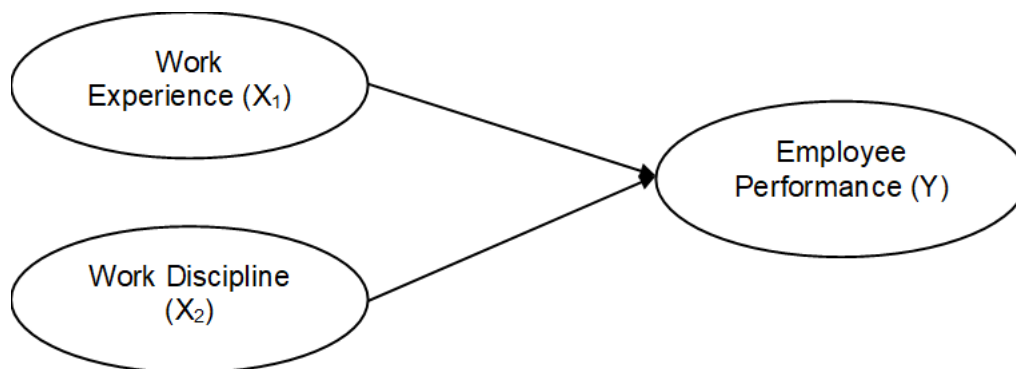

Figure 1 Conceptual Framework

Source: Author's Work, 2025.

Hypothesis 1: Work Experience and Employee Performance

Work experience refers to the accumulation of knowledge, skills, and behavioral patterns acquired through prolonged engagement in a specific job role or organizational context (Bidwell et al., 2023; Chen et al., 2025; Iorio, 2022). In high-complexity environments such as futures brokerage—where employees must simultaneously manage client education, real-time trading support, and strict regulatory compliance (e.g., BAPPEBTI)—work experience enables staff to navigate ambiguity, reduce decision latency, and respond effectively to client needs (Obi-Aso et al., 2024). Empirical studies consistently show that experienced employees

demonstrate higher task efficiency, problem-solving agility, and procedural mastery, all of which directly enhance performance outcomes (Jumawan et al., 2024; Sutaguna et al., 2023). In the context of PT Victory International Futures, work experience encompasses tenure, understanding of internal systems, adaptability to platform changes, and the ability to resolve client issues independently—dimensions explicitly measured in the questionnaire (e.g., items X1.1–X1.10). Given this, it is reasonable to expect that employees with greater work experience will exhibit superior performance in terms of work quality, timeliness, and initiative.

Hypothesis 2: Work Discipline and Employee Performance

Work discipline reflects an employee's adherence to organizational norms, punctuality, compliance with standard operating procedures (SOPs), and self-regulated conduct (Colquitt et al., 2015; Na-Nan et al., 2018). In regulated financial sectors, discipline is not merely a behavioral trait but a critical control mechanism that ensures operational integrity, minimizes compliance risks, and upholds professional ethics (Haugh, 2018; McGrath & Walker, 2023). Disciplined employees are more likely to complete tasks on time, maintain data accuracy, and uphold client confidentiality—key indicators of performance in brokerage settings. The questionnaire operationalizes work discipline through ten items covering attendance, SOP compliance, task responsibility, orderly work habits, and emotional self-control (e.g., X2.1–X2.10). These align closely with Colquitt (2015) & Na-nan (2018) framework, which posits that disciplined behavior directly translates into consistent and reliable job performance. Recent evidence from Indonesian financial firms confirms this link, showing that work discipline significantly predicts both quantitative and qualitative performance metrics (Colquitt et al., 2015; Haugh, 2018; McGrath & Walker, 2023; Na-Nan et al., 2018).

Result

The data collected from 50 employees of PT Victory International Futures, Malang Branch, were analyzed to test the hypotheses regarding the effects of Work Experience and Work Discipline on Employee Performance. Prior to hypothesis testing, the measurement model was evaluated for validity and reliability. All items demonstrated significant corrected item-total correlations (ranging from 0.439 to 0.862, $p < 0.01$), confirming item validity. Composite reliability was assessed using Cronbach's Alpha, which yielded values of 0.781 for Work Experience, 0.783 for Work Discipline, and 0.782 for Employee Performance—each exceeding the recommended threshold of 0.70 (Hair et al., 2019), indicating acceptable internal consistency.

Classical assumption tests were conducted to ensure the suitability of the regression model. The Kolmogorov-Smirnov test for normality produced a p-value of 0.200, suggesting that the residuals were normally distributed. Multicollinearity was assessed via Variance Inflation Factor (VIF); both predictors yielded a VIF of 7.288, which, while indicating moderate correlation, remains below the critical threshold of 10 (Hair et al., 2019), thus permitting interpretation of individual effects. Heteroscedasticity was tested by regressing the absolute residuals on the independent variables; the results were non-significant ($p = 0.324$ for Work Experience; $p = 0.504$ for Work Discipline), confirming homoscedasticity.

The multiple linear regression analysis revealed that both Work Experience and Work Discipline significantly and positively influenced Employee Performance. The regression equation is as follows:

Employee Performance = 2.152 + 0.478(Work Experience) + 0.454(Work Discipline)   (1)

As shown in Table 1, Work Experience had a standardized coefficient (β) of 0.477 (t = 3.189, p = 0.003), and Work Discipline had a β of 0.465 (t = 3.114, p = 0.003). Both p-values are below the 0.05 significance level, leading to the rejection of the null hypotheses and supporting H_1 and H_2.

The model demonstrated strong explanatory power, with an R^2 value of 0.856 (adjusted R^2 = 0.850), indicating that 85.6% of the variance in Employee Performance is jointly explained by Work Experience and Work Discipline. The overall model was statistically significant (F = 139.620, $p < 0.001$), confirming its robustness and predictive relevance.

Table 1. Regression Coefficients for Employee Performance PT Victory International Futures

Predictor	B	Std. Error	β	t	p
(Constant)	2.152	2.216	—	0.971	0.336
Work Experience	0.478	0.15	0.477	3.189	0.003
Work Discipline	0.454	0.146	0.465	3.114	0.003

Source: Author's Work, 2025.

These findings confirm that, in the context of a BAPPEBTI-regulated futures brokerage firm, both accumulated job-related knowledge (Work Experience) and adherence to organizational norms (Work Discipline) are critical, independent drivers of employee performance—encompassing work quantity, quality, timeliness, initiative, and regulatory compliance.

Discussion

The findings of this study provide robust empirical support for the critical roles of work experience and work discipline in shaping employee performance within the high-stakes environment of a futures brokerage firm. Both predictors demonstrated statistically significant and positive effects on performance (β = 0.477 and β = 0.465, respectively, $p < 0.01$), collectively explaining 85.6% of its variance—a remarkably high explanatory power in organizational behavior research. This aligns with human capital theory (Becker, 1964), which posits that accumulated knowledge and behavioral consistency enhance productivity. In the context of PT Victory International Futures, where employees must simultaneously manage client education, real-time trading support, and strict BAPPEBTI compliance, these findings underscore that procedural mastery (e.g., resolving client complaints, adapting to platform changes) and behavioral reliability (e.g., punctuality, SOP adherence) are not merely supportive traits but core performance drivers. This resonates with recent evidence from financial services in emerging economies, where operational precision and regulatory fidelity directly impact service quality and client trust (Permadi & Gunadi, 2025; Sargiotis, 2024).

Contrary to some prior studies that treat work experience as a proxy for tenure alone, this research operationalizes it as a multidimensional construct encompassing problem-solving agility, system knowledge, and adaptability—dimensions validated by strong inter-item correlations (r = 0.439–0.862) and high composite reliability (α = 0.781). The significant effect of this enriched construct supports the argument by Zhao et al. (2022) & Joesph et al. (2023) that experiential depth, not just duration, enables employees to navigate complex, ambiguous tasks with greater efficiency. In volatile markets like commodities futures, where misinformation can lead to substantial client losses, experienced staff act as institutional stabilizers. Their ability to independently explain products, troubleshoot technical issues, and uphold educational standards directly enhances performance metrics such as work quality, timeliness, and client satisfaction—findings consistent with studies in Indonesian financial institutions (Permadi & Gunadi, 2025; Sargiotis, 2024).

Similarly, work discipline emerged as a potent predictor, reinforcing Hasibuan's (2019) assertion that disciplined behavior is foundational to organizational effectiveness, especially in regulated sectors. The questionnaire captured discipline not only through attendance and rule compliance but also through self-regulation (e.g., maintaining professionalism under client pressure) and task accountability—dimensions that reflect the internalized norms necessary for ethical financial advising. This goes beyond mere behavioral control; it represents a cultural alignment with the firm's risk-mitigation ethos. As Lindsey (2006) and Hill & Shiraishi (2007) notes, in Indonesia's financial services landscape, where trust deficits persist post-crisis, disciplined conduct serves as a non-contractible signal of reliability to both clients and regulators. The strong correlation between discipline and performance (r = 0.859 with the latent construct) validates this perspective and highlights discipline as a strategic HR lever.

Notably, the absence of severe multicollinearity (VIF = 7.288 < 10) allowed for the isolation of each predictor's unique contribution, revealing near-equal effect sizes. This challenges assumptions that experience alone suffices in technical roles; instead, it suggests that discipline operationalizes experience into consistent output. An employee may possess deep market knowledge but fail to deliver if undisciplined in client follow-up or documentation. Conversely, a highly disciplined novice may underperform without experiential grounding. The synergy implied by the high R^2 value indicates that optimal performance arises when both are present—a nuance missed in studies that examine these variables in isolation (e.g., Mrisha & Xixiang, 2024). This dual-dependency model offers a more realistic framework for talent development in brokerage firms, where both cognitive and behavioral competencies are non-negotiable.

Finally, while the model's predictive strength is compelling, the context-specific nature of the sample (50 employees from a single firm) warrants cautious generalization. Future research should test this model across multiple brokerage firms or compare it with other financial subsectors (e.g., banking, insurance) to assess boundary conditions. Additionally, incorporating objective performance metrics (e.g., client acquisition rates, error logs) alongside self-reports would mitigate common method bias. Nevertheless, this study makes a timely contribution to the literature on human capital in emerging-market finance, demonstrating that in an era of digital disruption and heightened regulatory scrutiny, enduring organizational success still hinges on timeless human qualities: accumulated wisdom and unwavering discipline.

Conclusion

This study empirically confirms that both work experience and work discipline are significant and positive determinants of employee performance among staff at PT Victory International Futures, Malang Branch. Using data from 50 employees and analyzed through multiple linear regression, the results demonstrate that work experience (β = 0.477, p = 0.003) and work discipline (β = 0.465, p = 0.003) jointly explain 85.6% of the variance in employee performance—a remarkably high explanatory power in organizational behavior research. These findings validate the core hypotheses and underscore that in the high-compliance, client-facing environment of a BAPPEBTI-regulated futures brokerage firm, performance is not driven by motivation or external incentives alone, but by foundational human capital attributes: accumulated job-related knowledge and consistent behavioral adherence to organizational norms.

Work experience, operationalized through dimensions such as procedural mastery, problem-solving agility, and adaptability to platform changes, enables employees to deliver accurate market information, resolve client issues efficiently, and uphold educational standards—key performance indicators in this sector. Simultaneously, work discipline—manifested in

punctuality, SOP compliance, task accountability, and emotional self-regulation—ensures operational reliability and ethical conduct, which are non-negotiable in financial services. The near-equal effect sizes of both predictors suggest that technical competence and behavioral consistency are equally vital; neither can substitute for the other in driving holistic performance.

From a managerial perspective, these findings advocate for HR strategies that simultaneously invest in structured experiential learning (e.g., mentorship, scenario-based training) and discipline-oriented workplace culture (e.g., clear accountability systems, recognition of procedural fidelity). While the study's cross-sectional design and single-firm context limit generalizability, the robust statistical outcomes offer actionable insights for talent development in Indonesia's derivatives market. Future research could expand this model to include mediating mechanisms (e.g., self-efficacy) or compare performance drivers across different financial subsectors to further refine human capital frameworks in emerging economies.

Acknowledgement

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