



THE INFLUENCE OF WORK EXPERIENCE, WORK MOTIVATION AND WORK CONFLICT ON EMPLOYEE PRODUCTIVITY IN FOOD COMPANIES

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Informasi Naskah	Abstrak
Diterima: Revisi: Terbit:	<i>This study aims to examine the effect of work experience, work motivation and work conflict on employee productivity. The population in this study were employees of the LKS 'A' cake food company in Surabaya with a saturated sampling of 34 employees. Data analysis used the SPSS for Windows version 21 program, with instrument testing, namely validity and reliability tests, classic assumption tests, and hypothesis testing, both partial and simultaneous tests. The results of this study indicate that work experience, work motivation and work conflict have a significant effect both individually and simultaneously on employee work productivity. Work experience is the variable with the most dominant influence. From these findings, organizations and managers are expected to focus on developing skills for their workers in various ways that can improve skills. This includes recognizing employee contributions, communicating company progress and achievements to workers, empowering workers and the knowledge and skills required for optimal performance. Improving all of these factors can improve employee skills and motivation and reduce conflict within the organization leading to increased productivity. This research enriches information/theory regarding the relationship between work experience, work motivation and work conflict on employee productivity.</i>
Kata Kunci: Work experience Motivation Conflict Productivity	

INTRODUCTION

If the business is conducted with appropriate HR support, businesses can operate successfully for a long period. Companies can boost productivity to meet business objectives with good HR. (Prabu Mangkunegara, 2011) defines HRM as the process of organizing,

planning, carrying out, and monitoring development, acquisition, integration, and maintenance in order to meet organizational goals.

The significance of human resources in this commercial venture then determines a business's ups and downs. Because if there aren't good human resources, using all the wealth and having the best plan in the world won't matter. Because of this, considering human resources when starting a business is essential to ensuring its success.

There are several issues that frequently arise in a workplace, both with the task itself and with coworkers. Additionally, this has an indirect impact on the business's productivity. The productivity process is a crucial component of HRM in a business. High productivity indicates that the company's manufacturing process is efficient; on the other hand, low productivity indicates that the company's production method is undoubtedly inefficient.

Similar to the food company LKS 'A' cake in Surabaya, the issue is subpar staff productivity brought on by a lack of work experience, a lack of passion at work, and a number of employee conflicts that are against company policy. Inability to complete work in line with existing regulations has led to lower firm productivity and a lack of team cohesion.

Productivity, according to (Simanjuntak, 2005), can be understood as the ratio between output and input or as the capacity to generate something that is equivalent to economic resources. On the basis of this justification, it may be inferred that the definition of productivity is the comparison of the output with the satisfaction attained and the sacrifices made.

Employee productivity needs the work experience component to improve. Work experience as the amount of time an individual spent honing a particular skill while performing work in accordance with business guidelines. A person will get better at performing something to get the desired goal as they gain more experience. Employees with greater job experience will undoubtedly differ significantly from those with less experience. That's because, according to Sukama in (Itafia et al., 2014), individuals who have more job experience can master work skills.

Work motivation, according to (Bangun, 2012, p. 312), is a condition that prompts someone to be able to perform work in accordance with their responsibilities. In order to raise one's excitement for work and boost employee productivity, one needs to be motivated at work. This assertion is consistent with the viewpoint expressed by (Hasibuan, 2016, p. 92), who claims that work motivation is essential since it encourages people to work more enthusiastically and produce their best work.

Work conflict, on the other hand, is "a misalignment between organizational participants that is seen because there is information that they need to share resources, limited resources say if they have different statuses, goals, and perceptions," according to (Handoko, 2017, p. 344).

This study, which concentrates on the impact of work experience, work motivation, and work conflict on employee productivity, tries to address the issues that exist in the cake food company LKS 'A' based on the description provided above.

LITERATURE REVIEW AND HYPOTHESIS

Like a science and an art, management is both. The art and science of organizing, staffing, giving orders to, and managing the most crucial human resources in order to achieve the intended goals can be summed up as the science of management.

According to George R Terry in (Amirullah, 2015) the management function consists of

four factors, namely: planning, organizing, actuating and controlling.

HR is essentially someone who works for a company whose responsibility it is to manage the business so that it can achieve its objectives. (Edy, 2016, p. 3) asserts that the only resource with the capacity to have an impact on how much an organization works to attain its goals is human resources (HR). (Handoko, 2017) asserts that HR has the capacity to lead a business in a way that allows for the accomplishment of these objectives. Meanwhile, (Saydam, 2005) state that if human resources (HR) are a workforce or are also known as employees, clerks, or people

The length of time a person spends working for a corporation is referred to as their length of service. According to some other viewpoints, work experience is the amount of time a person spends performing their tasks to the best of their abilities. Workers with prior experience will be experts in their sector, and they will do their work fast. Work experience also affects employee productivity; as a result, the more experience a person has, the easier it will be for them to complete the duties assigned, while having less experience can make it harder for them to do their work. Experience is a technique of learning and development that can be carried out through official or informal education, or it can also be stated to be a process of improving someone.

The topic of motivation focuses on how to harness one's potential in order to carry out tasks effectively and reach one's objectives. (Hasibuan, 2001) defined motivation as an incentive that can ignite employee enthusiasm, enabling workers to collaborate effectively and attain the desired pleasure. (Anoraga, 2009) defined motivation as an encouragement that increases someone's enthusiasm for undertaking a task.

While workplace disagreement can have both positive and negative effects on an organization. Conflict within an organization can improve work rhythms, boost employee discipline, and speed up task completion. Conflict has a detrimental effect on a company since it can lower employee motivation and decrease production according to (Giovanni et al., 2015). Conflict is friction, difference, or discrepancy between or within a group when one or more members have their opinions or behaviors disapproved of by one or more members of another group, according to Tschannen Moran in (Wahjoedi, 2021, p. 71). When distinct entities have opposing beliefs and behaviors, conflict results, creating an undesirable circumstance.

While productivity is a consideration of the outcomes (output) and all the resources (input) used in a unit of time, this explanation saves the measurement method, even though in theory it can be done, it is difficult to apply, most importantly because the resources used are typically made up of various types and scales.

Productivity, according to (Handoko, 2017) is a relationship between input and output resulting from the presence of a productive system. (Hasibuan, 2008) claims that productivity is a balance between expenditure and revenue, where the expenditure must have added value and the manufacturing process must be more effective.

The following examples illustrate how the aforementioned variables are related: Performance is significantly influenced by work experience, competence, and motivation either concurrently or in part (Rizkie et al., 2019). Employee performance is affected negatively and significantly by workplace conflict and stress in part (Fatikhin et al., 2017). Job motivation and job experience have a big impact on worker productivity (Febrianti, 2019). Workplace productivity is significantly and favorably influenced by motivation (Sunarsi, 2018).

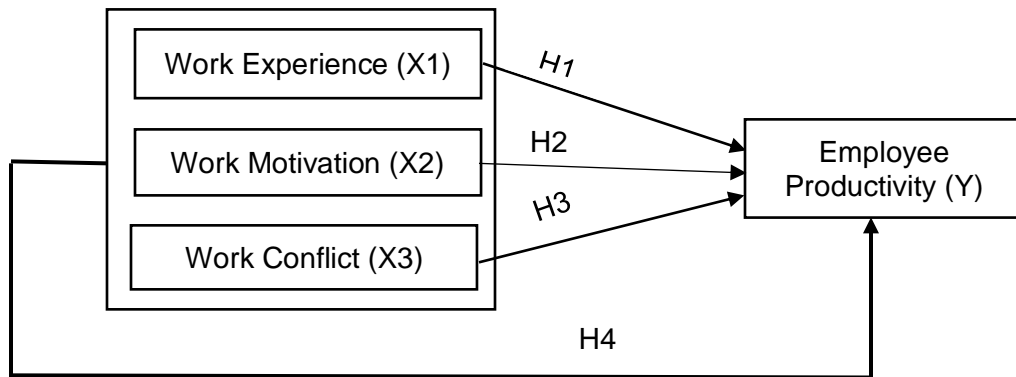


Fig1. Conceptual Framework

The following hypotheses are proposed in this study:

H1: Work experience affects employee productivity.

H2: Work motivation affects employee productivity.

H3: Work conflict affects employee productivity.

H4: Work experience, work motivation and work conflict affect employee productivity.

RESEARCH METHOD

In this study, a questionnaire instrument was employed to collect research data in a quantitative manner. In this study, we'll look at how employee productivity is impacted by job experience, motivation, and conflict. 34 employees from the food industry LKS 'A' cake in Surabaya made up the population for this study. All of the company's employees are included in the research sample, along with other population.

A Likert scale was utilized to collect the information for this investigation. The standards are as follows: Scores range from Strongly Agree (SS) of 5, Agree (S) of 4, Less Agree (KS) of 3, Disagree (TS) of 2, and Strongly Disagree (STS) of 1.

While the quantitative analysis method used in this study is by using the SPSS for Windows version 21 program.

RESULT AND DISCUSSION

Respondent Description

Table 1. Profile based on age

Age (Year)	Number of Employee	Percentage
18-25	14	41,176%
26-35	12	35,294%
36-50	8	23,530%
Amount	34	100%

Table 2. Profile based on gender

Gender	Number of Employee	Percentage
Man	15	44,118%
Woman	19	55,882%
Amount	34	100%

Table 3. Profile based Length of Service

Length of Service (Year)	Number of Employee	Percentage
< 1	8	23,530%
1-2	9	26,470%
> 2	17	50%
Amount	34	100%

Validity Test

Table 4. Result of Validity Test

Item Questionare	Sig.	Remark
X1.1	0.001	declared valid
X1.2	0.000	declared valid
X1.3	0.000	declared valid
X1.4	0.000	declared valid
X1.5	0.000	declared valid
X2.1	0.000	declared valid
X2.2	0.000	declared valid
X2.3	0.000	declared valid
X2.4	0.000	declared valid
X2.5	0.000	declared valid
X2.6	0.000	declared valid
X2.7	0.000	declared valid
X3.1	0.000	declared valid
X3.2	0.000	declared valid
X3.3	0.000	declared valid
X3.4	0.000	declared valid
Y1	0.000	declared valid
Y2	0.000	declared valid
Y3	0.000	declared valid

Based on the table above, it is found that all significant values (sig) of all indicators/instruments for each variable are said to be valid because they are less than 0.05. X1.1

Reliability Test

Table 5. Result of Reliability Test

Variable	Cronbach's Alpha	Remark
X1	0.680	declared reliable
X2	0.753	declared reliable
X3	0.658	declared reliable
Y	0.661	declared reliable

All Cronbach's Alpha values are greater than the reliability test limit of 0.6. This means that each variable is declared reliable.

Multicollinearity Test

Table 6. Result of Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tol	VIF
(Constant)	9.255	2.844		3.254	.003		
Work Experience	0.209	0.083	0.359	2.534	0.017	0.530	1.887
Work Motivation	0.143	0.063	0.306	2.280	0.030	0.591	1.693
Work Conflict	-0.220	0.093	-0.306	-2.374	0.024	0.639	1.565

Dependent Variable: Employee Productivity

According to the table above, it is found in the coefficient section that the VIF value for all variables does not exceed 10 and the tolerance value is close to 1. Therefore, this research variable is said to be free from multicollinearity symptoms in the regression model until it has completed the data analysis qualifications.

Heteroscedasticity Test

Table 7. Result of Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.817	1.955		0.418	0.679
Work Experience	-0.047	0.057	-0.194	-0.833	0.411
Work Motivation	-0.010	0.043	-0.053	-0.242	0.810
Work Conflict	0.039	0.064	0.131	0.617	0.542

Dependent Variable: Employee productivity

Based on the results of processing the heteroscedasticity data carried out with the Glejser test, it proves that the significance value of the heteroscedasticity test results in integrity has a significance level of > 0.05, which means that there is no correlation between the size of the data and errors so that if the data is enlarged it will not cause errors to become even larger.

Autocorrelation Test

Table 8. Result of Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.819	0.670	0.638	0.68056	1.968

a. Predictors: (Constant). Work conflict, Work motivation, Work experience

b. Dependent Variable: Employee productivity

According to the results of the SPSS output, if the DW value is 1,968, it suggests that there is no indication of autocorrelation. If the DW value is between -2 and +2, it means that there is no autocorrelation.

Normality test

Table 9. Result of Normality Test

	Unstandardized Residual
Kolmogorov-Smirnov Z	0.815
Asymp. Sig. (2-tailed)	0.520

The significance value is $0.520 > 0.05$, which is known from the SPSS output data mentioned before. Therefore, normality has been achieved.

Partial Test (t test)

Table 10. Result of t-Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	9.255	2.844		3.254	0.003
Work Experience	0.209	0.083	0.359	2.534	0.017
Work motivation	0.143	0.063	0.306	2.280	0.030
Work conflict	-0.220	0.093	-0.306	-2.374	0.024

Dependent Variable: Employee productivity

It is known from the table above that all of the variables' sig values are less than 0.05. Therefore, it can be stated that while the work conflict variable has a strong negative correlation with employee productivity, the variables work motivation and experience have a partial positive link with employee productivity.

Simultaneous test (F test)

Table 11. Result of F-Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	29.185	3	9.728	21.004	0.000
	Residual	14.358	31	0.463		
	Total	43.543	34			

a. Dependent Variable: Employee productivity

b. Predictors: (Constant), Work conflict, Work motivation, Work experience

According to the SPSS results above, a sig value of $0.000 < 0.05$ was found. This means that it can be stated that work experience, work motivation and work conflict simultaneously have an influence on employee productivity.

Coefficient of Determination

Table 12. Result of Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.819	0.670	0.638	0.68056

a. Predictors: (Constant), Work conflict, Work motivation, Work Experience

b. Dependent Variable: Employee productivity

According to the results of the analysis of the coefficient of determination (R^2), it was found that the significance value of the Adjusted R square was 0.638, the capacity of the independent variable in explaining the dependent variable was 63.8%, and the remaining 36.2% was explained in other variables not explained in this study.

Discussion

From the results it is known that all hypotheses are accepted. The following discusses the relationship between variables: High-motivated workers will typically exhibit high levels of productivity. Companies demand employees that are competent, skilled, and eager to put in a lot of effort in order to produce the best possible work results. Employees' abilities, skills, and capabilities are useless if they are unwilling to put in a lot of effort and utilize them.

Employees with more work experience have higher job skills than those who are new to the workforce since they have gained knowledge from the activities and issues that happen in their line of work. A person's knowledge, abilities, and attitudes have been added through the process of gaining work experience in order to support self-development with current changes. It is hoped that each employee will work diligently and cheerfully to attain high work productivity, hence incentive is crucial. Leaders in the field of motivation must understand that workers will put in a lot of effort in the hopes of being able to satisfy the requirements and desires of the outcomes of their labor. Employees will be better qualified and able to do their tasks as a result of experience, which will boost production.

Work experience considers not only the duration of employment but also the nature of the work that has been or is frequently performed. The knowledge and abilities of an individual will grow along with the rise in work. A greater impact will be seen if these factors are connected to job productivity combined. Whereas higher productivity will also result from high levels of job motivation and experience.

These findings support (Rivai & Sagala, 2005) claim that conflict jeopardizes the organization's ability to continue growing its workforce productivity. Workplace productivity is correlated with the scope of the company's overall production process accomplishments (Rosidah, 2009). The manufacturing process, which includes the work process, must be efficient and effective in order for this final result to be achieved. Workplace disagreement undermines productive productivity in that atmosphere. Knowledge, skills, talents, attitudes, and habits are

the factors that are thought to form the foundation for achieving work productivity. These components still require the addition of other factors in the context of the environment: the conditions that surround the work environment, such as the systems, communication, interactions between managers and employees, interactions between workers, and the resources that support the work.

CONCLUSION

According to the results of the analysis and discussion regarding the influence of work experience, work motivation and work conflict on employee productivity at the food company LKS 'A' cake in Surabaya, it can be concluded as follows:

1. Work experience partially has a positive and significant influence on employee productivity.
2. Work motivation partially has a positive and significant influence on employee productivity.
3. Work conflict partially has a negative and significant impact on employee productivity.
4. Work experience, work motivation and work conflict simultaneously have an influence on employee productivity.

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