
Optimizing Employee Work Productivity Through Increasing Motivation and Work Experience

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ABSTRACT

This study aims to identify and analyze the effect of work motivation and work experience on employee productivity at Anak Garuda Shop in Batu City. The research was conducted using an explanatory quantitative approach, with a survey method through a questionnaire. The population consisted of 103 employees, using the census method. The data obtained was analyzed by multiple linear regression and classical statistical tests to verify the relationship between variables. The results showed that: (1) work motivation has a positive and significant effect on employee productivity, (2) work experience also has a positive and significant effect on employee productivity, (3) simultaneously, the two variables have a significant influence on employee productivity, with a contribution of 51.4%. Internal motivation factors, such as management communication, and external, such as community recognition, are the main drivers. Meanwhile, work experience, both from tenure in the company and similar fields, is proven to improve the efficiency and quality of employee work. This research recommends relevant training to enhance work experience and a humanistic communication approach to maintain employee motivation.

KEYWORDS

Work Productivity, Work Motivation, Work Experience, Employees, Garuda Shop Children.



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INTRODUCTION

In the atmosphere of the Industrial Revolution 4.0, the business world is forced to face a situation known as *VUCA* (*Volatility, Uncertainty, Complexity, Ambiguity*)—a condition that makes future predictions difficult. Consequently, the trade sector encounters major challenges in formulating business strategies to bridge the gap between *value offered* (*VO*) and *value sought* (*VS*), while simultaneously dealing with the ever-growing emergence of competitors (Intyas et al., 2022; Lestari, 2022; Mukhlisah, 2023; Puji et al., 2022; Soraya et al., 2022). Operationally, Walkers Jr. and Mullins (2011:6–7) explain that aligning *VO* with

VS, while also mitigating the *VO* of competitors, requires an understanding of *Product-Market*, *Competitive Position*, and *Strategic Window* (Walker in Belch, George E. & Belch, Michael A., 2014).

To determine an effective marketing strategy using these three strategic elements as proposed by Walker, efficient management of *value offered* can lead to an overlap with *value sought*. In building efficient *value offered*, internal strategy becomes crucial, and work productivity serves as a key variable to achieving the expected *value offered*. In this context, human resource issues become central for companies aiming to sustain employee productivity. The increasing pressure on companies to manage and maintain high-quality human resources is driven by the dynamic and ever-changing environment. Meanwhile, productive marketing strategies can only be implemented if the workforce demonstrates high productivity, achieves set targets, and fulfills responsibilities punctually (Haryo & W, 2018). Employee productivity acts as a benchmark for companies in carrying out their business operations in terms of both product quality and quantity (Putu, Claudia, & Suana, 2018).

Employee productivity is consistently a reference point for all companies in ensuring their operational effectiveness and efficiency (Wirawan, Harris, & Suwena, 2019). In today's competitive trade landscape, organizations must enhance employee quality and welfare to match or surpass the competitiveness of others. Companies cannot rely solely on capital to achieve goals; they must also pay attention to other production factors including nature, labor, and expertise. These elements must synergize to effectively and efficiently accomplish business objectives (Maduka, C.E., & Okafor, O., 2014). Improving efficiency and effectiveness becomes a form of capital in itself. The primary aim of a company is to generate profit and excel in meeting consumer demands. Alongside these goals, firms are expected to remain consistently productive in delivering high-quality, sustainable products (Saleh & Utomo, 2018).

Several studies on productivity underscore its role as a critical variable in achieving organizational goals. Research by Sundstrom, E., Town, J., Price, R.W., Osborn, D.P., and Brill, M. evaluated how workplace environment factors such as lighting, noise, and office layout influence employee productivity. Their study concluded that an optimal work environment—featuring adequate lighting, controlled noise levels, and a layout conducive to balancing collaboration and privacy—can significantly enhance productivity and employee well-being (Sundstrom et al., 2022). Similarly, the article by Ryan and Deci (2000), titled "*Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions*", offers an in-depth discussion on intrinsic and extrinsic motivation. It highlights the importance of managing both types of motivation in improving individual performance and well-being. They emphasize that an environment supporting basic

psychological needs fosters intrinsic motivation, which ultimately leads to better performance and greater satisfaction (Ryan & Deci, 2000).

Further research by Winna Carvinna, titled "*Analysis of Factors Affecting Work Productivity of Employees of PT. Delta Merlin Dunia Textile in Karanganyar*", analyzed the influence of motivation and wages on productivity using multiple regression analysis. The results revealed that both motivation and wages positively and significantly influence work productivity (*Publication Manuscript*, ums.ac.id). Arthur, W., Bennett, W., Edens, P.S., and Bell, S.T. (2003) conducted a meta-analysis on the effectiveness of organizational training programs. Their study found that training design and evaluation methods significantly improve work performance capabilities (Arthur et al., 2013).

Numerous studies confirm that multiple variables influence employee productivity. While motivation remains a dominant factor in most productivity studies, wages and the work environment also show strong correlations. Van de Lande identifies motivation, individual work discipline, and a supportive work environment as critical factors affecting productivity levels. The deployment of high-quality human resources in industrial sectors is a key factor in achieving organizational success.

From both micro and macro perspectives, *Anak Garuda Shop* faces intense business competition but also enjoys significant opportunities due to the high economic growth in Batu City, especially in the trade sector. From the standpoint of market positioning, *Anak Garuda Shop* currently resides in the *progressive quadrant*. Therefore, strengthening employee productivity emerges as a strategic business development choice. The challenge lies in identifying which variables influence productivity enhancement. Observations of the research subject reveal that strengthening employee motivation and increasing work experience significantly contribute to enhancing the productivity of *Anak Garuda Shop* employees.

RESEARCH METHOD

In understanding and analyzing the optimization of employee work productivity through increasing motivation and work experience at *PT Anak Garuda Shop*, explanatory research is conducted by verifying the relationship between variables using a quantitative approach. The variables are verified through a *survey research* method using data collection instruments in the form of questionnaires, which are structured based on concepts and operations constructed from the theoretical framework of the study, forming a conceptual and operational framework.

The conceptualization and operationalization of the *Work Productivity* variable are measured through the following indicators: Output (*Work Results*),

Work Efficiency, Work Quality, Work Time, Absenteeism and Attendance Levels, Task Completion Levels, and Creativity and Innovation. The first causal variable, *Work Motivation*, is measured using the following indicators: *Achievement, Recognition, Work Itself, Responsibility, Advancement, and Growth.* Meanwhile, the *Work Experience* variable is measured based on indicators including *Duration of Work Experience (Tenure), Variation of Work Experience, Relevance of Work Experience, Quality of Work Experience, Training and Development Experience, and Career Mobility.*

The population in this study includes all employees of *Anak Garuda Shop*, totaling 103 individuals. A *census* was conducted, in which all units of analysis were included as research subjects. Data were collected using questionnaires with closed-ended questions on a *Likert scale*. The validity test results showed significance, and reliability testing using the *Cronbach Alpha* standard (value > 0.70) confirmed the instrument to be valid and reliable (Nunnally, 1994).

Data analysis involved conducting *Classical Assumption Tests*, including the *Normality Test, Multicollinearity Test* with a tolerance value > 0.10 and *VIF* < 10 (indicating no multicollinearity), and the *Heteroscedasticity Test*. The main data analysis employed *Multiple Linear Regression Analysis* using the following formula: $Y = a + b_1X_1 + b_2X_2 + e$. To test the hypotheses, the *Simultaneous Significance Test (F-test)* was applied using the *Analysis of Variance (ANOVA)* technique (Ghozali, 2011:98), along with the *Individual Parameter Significance Test (t-test)* and the *R² Coefficient of Determination* test.

RESULT AND DISCUSSION

Research Analysis Results

This research was conducted in Batu City, where Batu City is a city tourism in East Java Province, Indonesia. The city is located 90 km southwest of Surabaya or 15 km northwest. Batu City is located on the route that connects, The City, and Jombang. Batu City borders on Mojokerto Regency and Pasuruan Regency to the north and with Malang Regency to the east, south, and west. The city area is located at an altitude of 800-2,000 meters, with an average altitude of 980 meters above sea level, and an average air temperature of 11-19 degrees Celsius.

The Batu City area is situated at the foot and slopes of the mountains, with an average altitude of 700-1,800 m above sea level and an average air temperature of 11-22 degrees Celsius. With an area of around 202.30 km², most of the topography of Batu City is dominated by highlands and hills, with valleys located on two slopes. mountains big, namely Arjuna-Sulfur And Blind-Kawi-Pandaman. In the Batu city area, which is located north of the city center, there is a dense forest which is a protected forest area, namely Raden Soerjo Grand Forest Park.

Batu city tourism is one of the largest in Indonesia. The number of tourist visits to this city is one of the largest along with Bali And Yogyakarta. Batu city's tourist attractions are very diverse, from history, retail, education, to natural areas. Batu city has several shopping centers ranging from modern shopping centers to modern and traditional markets. Famous modern shopping centers in Batu include Lippo Plaza Batu and Plaza Batu, while the famous traditional market in Batu city is Pasar Batu. In addition, in Batu there are also floating market which is called the Nusantara Floating Market which makes it the first floating market in East Java. The Nusantara Floating Market complex is part of the Museum Angkut tourist complex in Batu City.

The economy of Batu City in 2023 as measured by Gross Regional Domestic Product (GRDP) at current prices reached IDR 20,524.32 billion, while GRDP at constant prices reached IDR 12,934.60 billion. The economic growth of Batu City in 2023 moved positively, namely 6.19 percent. When viewed from the production side, the Other Service Business Field experienced the highest growth, namely 9.92 percent, while from the expenditure side, the LNPRC Consumption Expenditure Component experienced the highest growth, namely 6.14 percent. ,, The economic structure of Batu City in 2023 is dominated by the distribution of Wholesale and Retail Trade business fields; Car and Motorcycle Repair by 18.84 percent, Other Services business field by 15.70 percent, Agriculture, Forestry, and Fisheries business field by 15.14 percent, Construction business field by 12.77 percent, and followed by Accommodation and Food and Beverage Provision business field by 10.53 percent. These five types of business fields contributed to the economy of Batu City in 2023 by 72.98 percent.

The research was conducted by census of 103 employees of Anak Garuda Shop by distributing questionnaires, obtained 100 respondents whose data could be processed, while 2 employees' data were not perfect. The identity of the research respondents can be described through descriptive statistics in the single table below,

Table 1. Respondents' Gender

Gender	Amount	percentage
Woman	67	67
Man	33	33
Amount	100	100

Based on the table above, it shows that Anak Agung Shop employees engaged in retail trade, the involvement of women seems to be very much needed because of better interpersonal communication skills. So it can be said that the role of women is more dominant in the progress and performance of the company.

Meanwhile, based on the length of service, Anak Agung shop employees can be categorized into the following categories of their working time span:

Table 2. Working Time Range

Working Time Range	Amount	Percentage
>1 month to 2 years	45	45
>2 hn up to 3 years	20	20
> 3 years	35	35
Amount	100	100

Based on the table above, it shows that the employee's work period is mostly in the range of 1 month to 2 years. This shows that most employees are new employees. The distribution of the data also provides an indicator of the company's significant development. Meanwhile, when viewed from the aspect of the distance between the workplace and the employee's domicile, several studies have shown a relevance to employee performance.

Table 3. Workplace distance range

Range	Amount	Percentage
1km to 2km	30	30
> 2 km to 4 km	35	35
> 4 Km	35	35
Amount	100	100

Based on the table above, it shows that most employees live more than 2 kilometers from the workplace, which is 70 percent of employees. This shows that the distance range requires relatively large employee energy for the size of Batu City which has an area of 202.30 km².

Data analysis

This research was conducted through a questionnaire that had been tested for validity for each variable, showing a calculated r value for Productivity above 0.693, which is above the calculated r of 0.1654, which means that all Productivity measurement items are valid.

Based on the analysis data from the Work Productivity measurement indicator at Anak Garuda Shop, it shows that all 8 indicators have proven to show the results of the r count of more than 0.6 and greater than the r count. This means that all work productivity instruments are valid. Work motivation (X1) from 5 indicator items shows r count above 0.573 which is greater than r-Table 0.1654, indicating that the Work Motivation Variable is Valid. The Work Experience

Variable shows similar validity for the 7 research questions, showing 5 counts above 0.664 above the r-Count of 0.1654 which means Valid.

Meanwhile, the Reliability test shows that the Productivity Variable shows a Cronbach Alpha of 0.717, which is greater than the standard value of 0.70. Likewise, the Motivation Variable obtained a Cronbach Alpha of 0.723 and the Work Experience variable of 0.743, all data or greater than the standard value of 0.70, which means that all research variables of this instrument used have met the valid and reliable assessment standards.

The data obtained through data collection from questionnaires that have been tested to be valid and reliable are processed through data analysis using the Classical Assumption Test.

Classical Assumption Test and Normality Test

**Table 4. Data normality
One-Sample Kolmogorov-Smirnov Test**

Unstandardized Residual	
N	100
Normal Parameters^{a,b}	Mean
	Std. Deviation
Most Extreme Differences	Absolute
	Positive
	Negative
Test Statistic	
Asymp. Sig. (2-tailed)	

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Primary Data processed in 2024

Normality Test Results Based on the data in table 4, the Asymp. Sig (2-tailed) value is 0.200, which is greater than 0.05, which means that the data is normally distributed. This means that the data distribution meets the normal curve for the two-tailed test. This shows that there is a graph that proves that the points are spread around the diagonal line and follow the direction of the diagonal line indicating that the pattern is normally distributed. This is what is used in this study is normal.

Multicollinearity Test

Table 5. Multicollinearity

Coefficient Correlations^a

Model		Work Experience	Motivation
1	Correlations	Work Experience	1.000
		Motivation	-.848
	Covariances	Work Experience	.007
		Motivation	-.010

a. Dependent Variable: Productivity

Source: Primary Data processed in 2024

Based on table 5 above, it shows that each variable VIF value is less than 10, while the tolerance value result is above 0.1. Thus, it can be stated that this regression model does not experience multicollinearity.

Heteroscedasticity Test

Table 6. Heteroscedasticity of Data

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.611	.827		4.367	.000
	Motivation	.051	.074	.128	.686	.494
	Work Experience	-.081	.047	-.322	-1.727	.087

a. Dependent Variable: ABS_RES

Source: Primary data processed in 2024

Based on the data in Table 6, it is proven that the points are above and below the value 0. This shows that there is no heteroscedasticity in this regression model.

Multiple Linear Regression Analysis

Table 7. Results of Multiple Linear Regression Analysis

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Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	t Sig.
1	(Constant)	13.747	1.495		9.197 .000
	Motivation	-.039	.134	-.038	-.291 .771
	Work Experience	.485	.085	.756	5.721 .000

a. Dependent Variable: Productivity

Source: Primary Data processed in 2024

Based on the data in table 7, the multiple linear regression model in this study can be formulated as follows:

$$Y = 13,747 + 0.039 X_1 + 0.485 X_2 + e$$

The constant value (α) of 13,747 means that if the independent variables, namely motivation (X_1), work experience (X_2) have a value of 0 (zero), then the work productivity variable will be at 13,747. The coefficient of the motivation variable (b_1) from the linear regression calculation of the coefficients value (b) = 0.039. This means that if motivation increases by one unit while other variables remain constant, employee work productivity will increase by 0.039. The coefficient of the work experience variable (b_2) from the linear regression calculation of the coefficients value (b) = 0.485.

This means that if the work experience variable increases by one unit and the other variables remain constant, employee work productivity will increase by 0.485.

Simultaneous Significance Test (F Test)

Table 8. F Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1020.031	2	510.016	53.347	.000 ^b
	Residual	927.359	97	9.560		

Model	Sum of Squares	df	Mean Square	F	Sig.
Total	1947.390	99			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Work Experience, Motivation

Source: Primary Data processed in 2019

Based on table 8, it shows that the calculated f test value (53.347) > f table (2.70) with a significance of $0.000 < 0.05$, so it can be concluded that H_0 is rejected, meaning that the variables of motivation and work experience simultaneously have a positive effect on work productivity at Anak Garuda Shop Batu.

Partial Significance Test (t-Test)

Table 10. t-Test Results

Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	t
1	(Constant)	13.747	1.495		9.197
	Motivation	-.039	.134	-.038	-.291
	Work Experience	.485	.085	.756	5.721

a. Dependent Variable: Productivity

Source: Primary Data processed in 2024

Based on table 9 shows that the results of the motivation t test (X1) t count value (0.294) < table (1.984) with a significance of $0.771 > 0.05$ means H_0 is rejected, so motivation has a positive and significant effect on work productivity. Work experience (X2) t count value (5.721) > t table (1.984) with a significance of $0.000 < 0.05$ means H_0 is rejected, so work experience has a positive and significant effect on work productivity.

Coefficient of Determination Test (R²)

Table 10. Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 ^a	.524	.514	3.092

a. Predictors: (Constant), Work Experience, Motivation

Source: Primary Data processed in 2024

Based on the results of table 10, it shows that the coefficient of determination (Adjusted R Square) is 0.514 or 51.4%. It can be concluded that 51.4% of the work productivity variable can be explained by the motivation variable, work experience, while the remaining 48.6% is determined by the epsilon variable.

Discussion

Based on the statistical data processing above, it shows that in general the distribution of the data obtained has met the classical assumption test, meaning that the measurement data obtained meets the requirements to measure the influence of Work Motivation, Work Experience with employee work productivity. Through the regression analysis process, it shows that work productivity is 13,747 coefficients of motivation variables from the linear regression calculation of the coefficients value of 0.039.

This means that if motivation increases by one unit while other variables remain constant, employee work productivity will increase by 0.039. The condition shows that strong employee work motivation will contribute to the level of employee productivity. Work motivation that is statistically quantitative shows a significant contribution to the work productivity of Anak Garuda Shop employees. Qualitative data shows that the strength of employee motivation is largely determined by internal and external factors.

Internal factors of several variables contribute to strong motivation, organizational climate where the existence of management that is able to approach employees, proximity and managerial adaptability in the company make a big contribution. Organizational communication runs well, communication between leaders and subordinates and between subordinates runs effectively. The existence of management in growing employee motivation is very necessary. When leaders are able to build closeness with employees, they will be able to increase employee motivation which in turn affects employee Work Productivity.

External factors are factors from outside the company that provide encouragement for the growth of work motivation. The external factor is the distance between the residence and the workplace, the further the distance between the residence and the workplace indicates a decrease in the strength of work motivation. This is because too much energy is expended while working. Another factor is the recognition of the company's brand by the community outside the

company. With the appreciation of the company where they work is high, it turns out to provide a sense of pride to employees who work in the company. Employee pride in the company where they work turns out to contribute to the strength of work motivation.

Meanwhile, when viewed from the variable Work Experience shows the coefficient of the work experience variable from the linear regression calculation, the coefficient value is 0.485, meaning that the work experience variable has an effect on productivity. This shows that employee work experience in their field has significant implications for employee productivity.

The work experience of Anak Garuda Shop employees is obtained based on the length of service they have had so far, the longer they work the higher their work experience which has high work productivity. In addition, work experience in similar fields even though their work period in the company is short, they also contribute to employee work productivity.

The variables of work motivation and work experience together have shown simultaneous and partial contributions to the variable of work productivity. The contribution of the variables of motivation and work experience to work productivity is 51.4% while epsilon is 48.6%. This shows that the two independent variables provide a fairly dominant contribution, compared to other variables that were not tested in this study.

Meanwhile, in proving the hypothesis as an assumption in this study after being verified empirically, it shows that the first hypothesis (H1) based on table 10 shows that the results of the motivation t-test (X_1) $t\text{-value} (0.294) < t_{table} (1.984)$ with a significance of $0.771 > 0.05$ means that H_0 is rejected, meaning H_1 is accepted. This means that work motivation has a positive and significant effect on work productivity. This shows that companies can increase work productivity by strengthening employee motivation. While work motivation can be fostered through internal factors such as in Maslow's Need Hierarchy Theory which states that human needs contain tiered elements or have a hierarchy from low to high priority needs. Work motivation can come from the work environment, the environment where the person lives and work motivation can arise from the employee himself. Likewise, external factors such as the Motivator-Hygiene Theory proposed by Herzberg provide an illustration that satisfaction with a person's work results is influenced by a factor called a satisfier factor that comes from outside the worker.

Second hypothesis (H2) From table 10 it can be seen that the results of the hypothesis test of the work experience variable (X_2) show $t\text{ count} (5.721) > t_{table} (1.984)$ with a significance of $0.000 < 0.05$ meaning that H_0 is rejected, and H_a is accepted which means that work experience has a positive and significant effect on work productivity. This means that companies can increase work productivity by

increasing work experience. This is in line with the research of Medoff, JL, & Abraham, KG (1980). "Experience, Performance, and Earnings". The Quarterly Journal of Economics, 95 (4), 703-736. Explains that work experience is able to Develop Skills and Knowledge, Employees with more work experience tend to have more honed skills and deeper knowledge of their tasks in increasing productivity.

The third hypothesis (H3) From table 10 it can be seen that the F test value shows the Fcount value $> F_{table} (27.102) > (2.70)$ with a significance of $0.000 < 0.05$, thus H_0 is rejected and H_a is accepted. So it can be concluded that the variables of motivation, work experience simultaneously have a positive effect on work productivity at Anak Garuda Shop Batu. With the strengthening of employee motivation variables both internally and externally and together increasing employee work experience through the training process and rolling process will simultaneously strengthen the achievement of optimal work productivity.

Determination Test (R^2) From the regression calculation, it can be seen that the determination coefficient (R^2) obtained is 51.4% of changes in employee work productivity at Anak Garuda Shop in Batu. The variables that are not studied as epsilon variables include employee work productivity of 48.6%. These variables may be contributed by the variables of gender or length of service and distance of employee work domicile. Through the determination test, the real contribution that Work Motivation and Work Experience by the company must be considered carefully because the contribution given to employee productivity is very dominant, reaching 51.4% of company productivity.

CONCLUSION

Employee work motivation has been proven to have a positive and significant effect on work productivity at *Anak Garuda Shop*. This strong work motivation arises because management is able to foster the work spirit of its employees. *Anak Garuda Shop* employees exhibit a high sense of *belongingness*. Internal motivation, such as effective communication between leaders and employees, along with a sense of security in terms of physical and mental well-being, empirically contributes to strong work motivation. Meanwhile, external factors such as brand strength and public recognition of *Anak Garuda Shop*'s presence in still a sense of pride in employees, which further encourages high levels of motivation at work.

Work Experience also has a positive and significant effect on work productivity at *Anak Garuda Shop* Batu. Relevant work experience possessed by most employees—whether acquired internally within *Anak Garuda Shop* or externally—contributes to increased productivity. This means that employees who have worked for an extended period within the company positively impact work

productivity. Similarly, those with shorter tenures but prior relevant work experience from outside the company also significantly contribute to employee productivity levels.

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