

THE INFLUENCE OF WORK DISCIPLINE, WORK SKILLS, AND WORK EXPERIENCE ON EMPLOYEE WORK PRODUCTIVITY AT CV JASA KARYA ANUGERAH MAGETAN

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Abstrak

Studi ini dilakukan untuk menganalisis besarnya kontribusi disiplin kerja, keterampilan kerja, dan pengalaman kerja terhadap tingkat produktivitas karyawan CV Jasa Karya Anugerah Magetan, sebuah perusahaan penyedia jasa konstruksi dan pengelasan. Seluruh 53 karyawan dilibatkan sebagai responden melalui teknik sampling jenuh, dengan pendekatan kuantitatif sebagai desain utama penelitian. Pengumpulan data dilakukan menggunakan kuesioner berskala Likert empat poin, selanjutnya dianalisis menggunakan teknik regresi linier berganda yang dijalankan melalui perangkat lunak IBM SPSS Statistics versi 27. Temuan menunjukkan ketiga variabel bebas disiplin, keterampilan, dan pengalaman kerja sama-sama memberi pengaruh positif dan signifikan terhadap produktivitas kerja, dengan pengalaman kerja menjadi faktor paling berpengaruh (koefisien regresi 0,390). Model regresi mampu menjelaskan 98,8% variasi produktivitas kerja ($R^2 = 0,988$), yang mengindikasikan bahwa ketiga variabel tersebut hampir sepenuhnya menentukan tingkat produktivitas karyawan. Simpulan ini menegaskan pentingnya penguatan disiplin, pembinaan keterampilan teknis, dan pemanfaatan akumulasi pengalaman kerja sebagai langkah strategis berkelanjutan untuk mendongkrak produktivitas karyawan.

Kata Kunci: Disiplin Kerja, Keterampilan Kerja, Pengalaman Kerja, Produktivitas Kerja Karyawan

Abstract

This study investigates how work discipline, work skills, and work experience together influence the level of employee productivity at CV Jasa Karya Anugerah Magetan, a company engaged in the construction and welding services sector. The entire workforce of 53 employees was used as the study sample, applying a census (total population) sampling technique in a quantitative research framework. Data were collected using a four-point Likert-scale questionnaire as the main instrument, then analyzed through multiple linear regression with the aid of IBM SPSS Statistics version 27. Findings indicate that each of the three predictors work discipline, work skills, and work experience exerts a positive and statistically significant influence on employee productivity, and work experience stood out as the most influential predictor, indicated by its regression coefficient of 0.390, the highest among the three variables. The estimated model accounts for 98.8 percent of the variance in work productivity ($R^2 = 0.988$), signalling that these three factors together explain nearly all of the observed variation. Taken together, the results

underline that reinforcing employee discipline, cultivating technical competence, and leveraging accumulated field experience form a sustainable strategic pathway toward higher workforce productivity.

Keywords: Work Discipline, Work Skills, Work Experience, Employee Work Productivity

A. INTRODUCTION

Employees are widely regarded as one of the most critical strategic resources a company has, given that organizational success depends not only on the amount of capital, technology, or physical infrastructure available, but also on how effectively, efficiently, and productively the workforce performs its duties (Arasani & Mahendra, 2026). As technological change accelerates and market competition intensifies under the pressure of globalization, firms are increasingly compelled to manage their workforce with greater precision if they are to sustain smooth day-to-day operations.

Work productivity can be understood as an employee's ability to transform available resources into maximum output in an efficient and effective way — a trait that can be observed through the quality and volume of work completed as well as how punctually it is finished rather than being reduced simply to a raw output count (Rahim et al., 2023; Harlianto et al., 2024). Rahim et al. (2023) further note that productivity mirrors how efficiently and effectively an employee deploys organizational resources to meet company objectives, making it not only a marker of individual performance but also a signal of how well a firm has cultivated its human capital.

Productivity challenges are not confined to a single country but surface on a global scale. The World Economic Forum's Future of Jobs Report 2025 identifies the growing skills gap as the top challenge organizations expect to encounter in reshaping their business operations, with about 63 percent of companies naming it as their biggest obstacle for the 2025–2030 period (World Economic Forum, 2025). Within Indonesia specifically, Ministry of Manpower figures show worker productivity climbing from IDR 83.48 million per worker in 2020 to IDR 89.33 million in 2024; even so, this pace of improvement remains sluggish,

leaving Indonesia positioned at rank 111 in the 2025 World Competitiveness Ranking (Widyant, 2026).

CV Jasa Karya Anugerah operates in the building-construction and welding industry and employs 53 people distributed across six operational divisions: Marketing, Finance, Operational, Field Operations, Welding, and Building. Preliminary observation at the company surfaced several productivity-related concerns, among them employees arriving late or being absent without notice, projects delivered incomplete, and marked disparities in skill levels between workers.

Records covering January through June 2026 reveal that only 9 of 12 planned projects (75 percent) were finished within schedule, while the remaining 3 (25 percent) were left unfinished. Attendance logs over the same six-month window recorded 41 instances of tardiness and 16 instances of unauthorized absence, translating to roughly 9–10 disciplinary incidents each month.

Three variables anchor this study: work discipline, work skills, and work experience. These were chosen because field conditions at the company point directly to their relevance, and because prior empirical work lends further support to their inclusion. A notable gap remains, however, regarding the role of work skills Masruroh et al. (2025) reported a significant positive effect, while Mudiansyah et al. (2025) found no significant effect at all an inconsistency that calls for closer empirical scrutiny, particularly within the constructionservices sector, where no earlier study has examined all three variables together.

In this research, work discipline is defined as the degree to which an employee's behavior conforms to the rules, procedures, and standards set by the organization, showing their level of compliance with company regulations (Hamid et al., 2025). Work skills, on the other hand, refer to a person's ability to perform job duties according to the operational standards established by the company, covering technical competence, interpersonal skills, and problem-solving capability (Masruroh et al., 2025). Work experience is understood as the accumulated knowledge, expertise, and insight an employee builds through sustained

involvement in job-related activities and projects over the course of their career, forming a foundation for more productive performance (Hamid et al., 2025).

Drawing on this background, the identified research gap, and supporting empirical evidence, the present study was carried out under the title "The Influence of Work Discipline, Work Skills, and Work Experience on Employee Work Productivity at CV Jasa Karya Anugerah, Magetan Regency." Three hypotheses guide the analysis: (H1) work discipline exerts a positive and significant effect on employee work productivity; (H2) work skills exert a positive and significant effect on employee work productivity; and (H3) work experience exerts a positive and significant effect on employee work productivity.

The theoretical basis underlying this study is Human Resource Management (HRM), conceived as a strategic approach to managing people within organizations that spans recruitment, training, job design, and compensation systems aimed at safeguarding employee welfare (Sisca et al., 2020). Within that framework, work discipline sits under the HR maintenance function, work skills and work experience fall under the HR development function, and work productivity stands as the ultimate outcome of well-executed HR management (Sisca et al., 2020).

B. METHOD

This research adopted a quantitative design and was carried out at CV Jasa Karya Anugerah in Magetan Regency, East Java Province, over the period March to June 2026. All 53 active employees of the company, spread across its six divisions, made up the study population. Because this population was small enough to reach in its entirety, a saturated sampling approach was applied, meaning every employee was included as a respondent ($n = 53$).

Primary data collection relied on a structured questionnaire distributed directly to every employee, employing a four-point Likert scale (1 = strongly disagree to 4 = strongly agree). This four-point option was deliberately chosen to remove a neutral choice, pushing respondents toward more definite answers (Neuman, 2011). Each construct was

operationalized through three indicators. Work Discipline (X_1) was captured via compliance with work rules, responsibility toward one's job, and consistency in carrying out tasks, following Permana et al. (2023). Work Skills (X_2) drew on basic skills, technical skills, and interpersonal skills, adapted from Masruroh et al. (2025). Work Experience (X_3) was assessed through length of tenure, depth of job-related knowledge, and mastery of tasks and equipment, based on Hestiawan et al. (2025). Employee Work Productivity (Y) was measured via output quantity, output quality, and timeliness, following Sari et al. (2024). Nine questionnaire items were assigned to each of the four variables.

Data processing, carried out in IBM SPSS Statistics 27, proceeded through four stages: (1) validity of the instrument was assessed using the Pearson Product Moment correlation technique, whereby an item was considered valid if its calculated r -value was greater than the critical r -table figure (0.266, $\alpha = 0.05$, $n = 53$); (2) instrument reliability was tested through the Cronbach's Alpha coefficient, with a value above 0.70 taken as the benchmark for a reliable instrument; (3) classical assumption checks, comprising a normality test (Kolmogorov– Smirnov, deemed satisfied when $p > 0.05$), a multicollinearity test (Tolerance above 0.10 and VIF below 10), and a heteroscedasticity test (Glejser method, with no heteroscedasticity indicated when $p > 0.05$); and (4) multiple linear regression to examine the combined effect of the independent variables on the dependent variable, complemented by partial t -tests and calculation of the coefficient of determination (R^2). The regression model applied was

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon.$$

C. RESULTS AND DISCUSSIONS 1. Respondent Characteristics

Most respondents at CV Jasa Karya Anugerah are male. Looking at age distribution, the largest group 18 employees, or 33.96 percent falls within the 30–39 bracket, marking this as the company's most productive age segment. Educational attainment skews toward senior-secondary graduates (SMA/SMK), who make up 32

respondents or 60.38 percent, hinting at a potential gap in more advanced technical skills.

Tenure data show that 34 employees (64.15 percent) have worked at the company for more than three years, pointing to a workforce with substantial accumulated experience.

Table 1. Respondent Profile

Category	Description	Frequency	Percentage (%)
Age	23–29 years	15	28.30
	30–39 years	18	33.96
	40–49 years	12	22.64
	50–59 years	8	15.09
Education	SMA/SMK	32	60.38
	Diploma (D3)	5	9.43
	Bachelor (S1)	16	30.19
Work Tenure	< 1 year	2	3.77
	1–3 years	17	32.08
	> 3 years	34	64.15

Source: Primary Data (2026)

2. Instrument Validity and Reliability

Validity testing confirmed all 36 questionnaire items (nine per variable) as valid, since every item's r-count value exceeded the r-table threshold of 0.266 ($\alpha = 0.05$, $n = 53$). Reliability testing produced Cronbach's Alpha coefficients of 0.907 for Work Discipline (X_1), 0.898 for Work Skills (X_2), 0.899 for Work Experience (X_3), and 0.897 for Work Productivity (Y) all comfortably above the 0.70 cut-off, affirming that every research instrument was both reliable and internally consistent.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Conclusion
Work Discipline (X_1)	0.907	0.70	Reliable
Work Skills (X_2)	0.898	0.70	Reliable
Work Experience (X_3)	0.899	0.70	Reliable
Work Productivity (Y)	0.897	0.70	Reliable

Source: SPSS Output (2026)

3. Classical Assumption Tests

Using the Kolmogorov–Smirnov procedure, the normality assessment produced a 2-tailed asymptotic significance of 0.080, which is higher than the 0.05 cut-off, confirming that the residual data are normally distributed. Similarly, the multicollinearity test confirmed all independent variables fell within the acceptable range (Tolerance > 0.10 and VIF < 10), indicating that no multicollinearity problem was present among the predictors. the Glejser heteroscedasticity test yielded significance scores of 0.500, 0.306, and 0.170 for Work Discipline, Work Skills, and Work Experience respectively — all comfortably exceeding 0.05, which rules out any heteroscedasticity issue. On the whole, every classical assumption required for regression was met.

Table 3. Classical Assumption Test Results

Test	Variable	Result	Conclusion
Normality	Residual	Asymp. Sig. = 0.080 > 0.05	Normally Distributed
Multicollinearity	Work Discipline (X ₁)	Tolerance = 0.689; VIF = 1.452	No Multicollinearity
	Work Skills (X ₂)	Tolerance = 0.412; VIF = 2.430	No Multicollinearity
	Work Experience (X ₃)	Tolerance = 0.428; VIF = 2.335	No Multicollinearity
Heteroscedasticity	Work Discipline (X ₁)	Sig. = 0.500 > 0.05	No Heteroscedasticity
	Work Skills (X ₂)	Sig. = 0.306 > 0.05	No Heteroscedasticity
	Work Experience (X ₃)	Sig. = 0.170 > 0.05	No Heteroscedasticity

Source: SPSS Output (2026)

4. Multiple Linear Regression Analysis

Regression analysis produced the equation $Y = 6.066 + 0.125X_1 + 0.224X_2 + 0.390X_3$. Interpreted term by term: (a) a constant of 6.066 implies that were all three independent variables to equal zero, work productivity would still register at 6.066; (b) a one-unit increase in work discipline raises productivity by 0.125 units; a one-unit increase in work skills raises it by 0.224 units; and a one-unit increase in work experience raises it by 0.390 units — assuming the other two predictors remain unchanged.

Table 4. Multiple Linear Regression Analysis Results

Variable	B (Unstandardized)	Std. Error	Beta	t-count	Sig.
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(Constant)	6.066	3.765	-	6.090	0.000
Work Discipline (X ₁)	0.125	0.298	0.327	3.148	0.000
Work Skills (X ₂)	0.224	0.198	0.547	4.951	0.000
Work Experience (X ₃)	0.390	0.145	0.631	3.200	0.000

Dependent Variable: Work Productivity (Y) | Source: SPSS Output (2026)

5. Partial Significance Test (t-test)

Against a t-table value of 2.057 ($\alpha = 0.05$, $df = 49$), three findings emerged. First, Work Discipline (X₁) produced a t-count of 3.148, exceeding the 2.057 threshold, with significance of 0.000 (< 0.05); H1 is therefore supported, confirming that work discipline positively and significantly affects employee productivity. Second, Work Skills (X₂) yielded a t-count of 4.951, again above 2.057, with significance of 0.000; H2 is thus supported, indicating that work skills also positively and significantly influence productivity. Third, Work Experience (X₃) generated a t-count of 3.200, exceeding 2.057, with significance of 0.000; H3 is likewise supported, confirming a positive and significant effect of work experience on employee productivity.

Table 5. Partial Significance Test (t-test) Results

Variable	t-count	t-table	Sig. (p-value)	Conclusion
Work Discipline (X ₁)	3.148	2.057	0.000	H1 Accepted (Significant)
Work Skills (X ₂)	4.951	2.057	0.000	H2 Accepted (Significant)
Work Experience (X ₃)	3.200	2.057	0.000	H3 Accepted (Significant)

Source: SPSS Output (2026)

6. Coefficient of Determination (R²)

The Model Summary output reported $R = 0.994$ and $R \text{ Square} = 0.988$, alongside an Adjusted $R \text{ Square}$ of 0.988 and a Standard Error of the Estimate of 0.18232. In practical terms, this means the three predictors together work discipline, work skills, and work experience account for 98.8 percent of the observed variation in employee work productivity, leaving only 1.2 percent attributable to factors not captured within this model.

Table 6. Coefficient of Determination (R²) Results

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.994	0.988	0.988	0.18232

Predictors: Work Discipline (X_1), Work Skills (X_2), Work Experience (X_3) | Source: SPSS Output (2026)

7. Discussion

The Effect of Work Discipline on Employee Work Productivity.

The results demonstrate that work discipline (X_1) exerts a positive and statistically significant impact on productivity at CV Jasa Karya Anugerah, as shown by its regression coefficient of 0.125, t-value of 3.148, and significance level of 0.000, well below 0.05. Among the discipline indicators, compliance with work rules scored highest (mean =

3.43; TCR = 85.85%), suggesting employees are generally well aware of company regulations, correct use of protective equipment, and working-hour expectations. By contrast, the consistency-in-work indicator particularly the item concerning selfdiscipline in the absence of direct supervision registered the lowest score (mean = 3.17; TCR = 79.25%), pointing to a need for stronger self-regulation and monitoring mechanisms among staff.

This outcome aligns with, and lends further support to, findings reported by Hamid et al. (2025), Harlianto et al. (2024), Rosita et al. (2025), and Handayani et al. (2024), all of which consistently establish a positive and significant relationship between work discipline and productivity. Within construction and welding work specifically where strict adherence to safety protocols and punctual project delivery are essential employee discipline plays a foundational role in sustaining operational performance.

The Effect of Work Skills on Employee Work Productivity.

The findings also show that work skills (X_2) have a significant positive effect on productivity, with a coefficient of 0.224 and the largest t-value among all predictors (4.951), significant at the 0.000 level. Among the skill indicators, basic skills achieved the highest mean score (mean = 3.45; TCR = 86.32%), whereas interpersonal skills—specifically the item on communication with coworkers registered the lowest (mean = 3.23; TCR = 80.66%). This pattern suggests that while technical competencies are

already well-established among employees, interpersonal and communication abilities remain an area worth developing further, particularly given how heavily construction work depends on coordination across divisions.

These results are consistent with those of Yosiana & Baraba (2025), Masruroh et al. (2025), Mustofa & Asmawan (2024), and Mainake et al. (2024), each of which likewise found a positive, significant relationship between work skills and productivity. The present study also helps clarify the research gap left by Mudiansyah et al. (2025), whose report of a non-significant skills effect appears context-dependent: in construction and welding roles that demand strong technical proficiency, work skills prove to be a highly relevant determinant of productivity.

The Effect of Work Experience on Employee Work Productivity.

Among the three variables, work experience (X_3) emerged as the most dominant predictor, indicated by the highest coefficient value (0.390), a t-count of 3.200, and a significance level of 0.000. Among its indicators, mastery of jobs and equipment produced the highest mean score (mean = 3.47; TCR = 86.79%), reflecting that accumulated experience meaningfully strengthens employees' proficiency with equipment and their competence in construction tasks that demand precision and technical skill.

These results are consistent with prior studies (Subagyo et al., 2023; Prabowo & Chasanah, 2024; Hestiawan et al., 2025; Putra et al., 2022), all of which likewise found that work experience has a significant positive relationship with employee productivity. The prominence of work experience in this study resonates with experiential-learning theory, which holds that in hands-on, technically demanding fields such as construction and welding, the accumulation of practical field hours contributes more to productivity than formal training or administrative discipline on their own. Notably, even though 64.15 percent of employees at CV Jasa Karya Anugerah have more than three years of tenure, productivity gaps still persist among staff underscoring the need for the

company to manage the transfer of knowledge from senior to junior employees in a more deliberate, systematic way.

D. CONCLUSIONS

This study set out to examine how work discipline, work skills, and work experience jointly influence employee work productivity at CV Jasa Karya Anugerah, Magetan Regency, drawing on a saturated sample of 53 respondents and multiple linear regression analysis performed in IBM SPSS Statistics 27. Three conclusions can be drawn. First, work discipline positively and significantly affects employee productivity ($t\text{-count} = 3.148 > t\text{-table} = 2.057$; $\text{Sig.} = 0.000 < 0.05$; $\beta = 0.125$). Second, work skills likewise exert a positive, significant effect on productivity ($t\text{-count} = 4.951 > t\text{-table} = 2.057$; $\text{Sig.} = 0.000 < 0.05$; $\beta = 0.224$). Third, work experience shows a positive, significant effect and stands out as the most dominant predictor among the three ($t\text{-count} = 3.200 > t\text{-table} = 2.057$; $\text{Sig.} = 0.000 < 0.05$; $\beta = 0.390$). Taken together, the regression equation $Y = 6.066 + 0.125X_1 + 0.224X_2 + 0.390X_3$ yields an R^2 of 0.988, meaning the three predictors jointly account for 98.8 percent of the variance in work productivity.

From a theoretical standpoint, this study lends further weight to Human Resource Management as its underlying framework, reaffirming that discipline, skill, and experience function as mutually reinforcing determinants of productivity. It also helps resolve the inconsistency noted in earlier literature regarding work skills, by demonstrating a clear positive effect within the specific context of construction services. Practically speaking, management at CV Jasa Karya Anugerah would benefit from three courses of action: (1) reinforcing work discipline by strengthening organizational culture and tightening monitoring systems; (2) expanding employees' technical and interpersonal skills through structured training; and (3) establishing systematic mechanisms for transferring knowledge from experienced staff to newer employees, so that accumulated expertise is not lost.

Selanjutnya, penelitian berikutnya dapat memperluas kajian ini dengan menambahkan variabel lain seperti motivasi kerja, lingkungan kerja, atau kompensasi, serta memperluas cakupan pada organisasi yang lebih besar atau beragam.

E. SUGGESTIONS

To gain a fuller picture of the factors driving employee productivity, subsequent research should consider expanding the set of variables under study for instance, motivation, the surrounding work environment, compensation packages, and leadership approaches. Larger sample sizes, different organizational settings, or comparative analyses spanning multiple construction firms would also help strengthen the generalizability of the findings. Researchers might additionally explore mediating or moderating variables job satisfaction or organizational commitment, for instance to deepen the theoretical contribution to the field of human resource management.

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