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## **The Effects of Work Skills, Work Experience, and Self-Efficacy on Employee Productivity at PT Rimatex Putra Nusantara, Pemalang Regency**

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### ***Abstract***

This study was motivated by the suboptimal productivity of employees at PT Rimatex Putra Nusantara, Pemalang Regency. This condition is reflected in the 2024–2025 production target and realization data, which show a decline in output and a failure to meet production targets in most periods, and it is presumed to be influenced by employees' work skills, work experience, and self-efficacy. The study employed a quantitative method with a population and sample of 92 production employees selected through saturated sampling. Data were collected through observation, interviews, and questionnaires, and were analyzed in SPSS using validity and reliability tests, the Method of Successive Intervals (MSI), classical assumption tests, multiple linear regression, hypothesis testing, and the coefficient of determination. The results show that work skills have a positive and significant effect on employee productivity ( $t = 2.783$ ;  $p = 0.007$ ), as do work experience ( $t = 3.713$ ;  $p = 0.000$ ) and self-efficacy ( $t = 3.242$ ;  $p = 0.002$ ). Simultaneously, the three independent variables have a positive and significant effect on

employee productivity ( $p = 0.000$ ). The coefficient of determination of 0.586 indicates that 58.6% of the variation in employee productivity is explained by work skills, work experience, and self-efficacy. It is concluded that work skills, work experience, and self-efficacy have positive and significant effects, both partially and simultaneously, on the productivity of employees at PT Rimatex Putra Nusantara, Pemalang Regency.

Keywords: *Work skills; work experience; self-efficacy; employee productivity*

## I. INTRODUCTION

The development of business and industry in Indonesia is currently changing rapidly. Competition among companies is becoming increasingly intense, driven by advances in technology and information as well as consumers' growing demands for product and service quality. This condition pushes companies to keep adapting by consistently and sustainably improving their competitiveness. The quality of human resources plays an important role in increasing productivity and is also part of companies' efforts to face competition (Pebrianti, 2023).

Human resources are no longer viewed merely as a factor of production but as strategic assets that determine a company's operational effectiveness and efficiency. Human resources (HR) refer to the employees who support all organizational activities and who are an important element in maintaining a balanced relationship between labor unions and the organization (Laia et al., 2023). Given this role, employees' contributions greatly influence company performance, so work productivity is one indicator of the success of human resources.

PT Rimatex Putra Nusantara in Pemalang Regency is a textile company that produces *sarung goyor* (woven sarongs). In its production process, the company still uses non-mechanized looms (*Alat Tenun Bukan Mesin*, ATBM) and employees' manual skills, so it depends heavily on human labor. Production is also carried out in stages, from raw material preparation to weaving, while paying attention to the quality of the final product.

Company data show that employee productivity is still unstable and uneven. This is reflected in fluctuating production targets and realization, which reveal a gap between the targets set and the results achieved. In 2024, actual production reached 11,026 pcs against an annual target of 12,000 pcs, and in 2025 it fell to 8,624 pcs. This shows that production has not reached the target of 1,000 pcs per month and that output declined by 2,402 pcs in 2025 compared with 2024. In addition, interviews revealed errors at several production stages, such as threads that break easily, mismatched sizes and motifs, and uneven dyeing. An error at one stage can affect subsequent stages because the production processes are interrelated.

One factor that affects the decline in employee productivity at the company is work skills. Employees with good skills can not only complete their work according to targets but also adapt to various changes in the work environment (Masrurroh et al., 2025). The next factor is work experience. People with work experience generally perform better than those who have just entered the workforce, because they have already learned from various work activities and dealt with a range of problems in carrying out their tasks (Rahmadani et al., 2024). The next factor is self-efficacy. Employees with high self-efficacy tend to be more proactive at work, complete their work effectively, and adapt more quickly to complex operational tasks (Siahaan & Brina, 2026).

A pre-survey of 30 employees showed that problems remain in all three variables. For work skills, 53% of respondents stated that they were not yet able to complete their work according to the targets and deadlines set, and 60% stated that they still often make mistakes at work. For work experience, 70% of respondents stated that new employees have difficulty completing their work and handling work problems. For self-efficacy, 57% of respondents felt unsure when facing high work targets, and 53% felt unsure about the quality of their work results.

*Work productivity* is employees' ability to produce output relative to the inputs used; employees can be considered productive when they can produce goods or services that meet the set targets within a short time or on time (Rusby, 2017, p. 224). Productivity indicators include quality, quantity, continuity, and thrift (Ganyang, 2018, p. 176).

*Work skills* are defined as an individual's ability to complete the work for which they are responsible, reflected in the ability to seize opportunities and in the precision with which work tools are used to achieve organizational goals (Mulyani et al., 2023). Highly skilled employees tend to complete their work more effectively and efficiently and to obtain maximum results (Seto et al., 2023, p. 76). The indicators of work skills are proficiency, personality, and training (Yuniarsih & Suwatno, 2013, p. 23).

*Work experience* is a series of learning processes that a person has gone through to develop abilities, skills, and insight related to their field of work (Mulyati et al., 2022). People with broader work experience tend to understand their work better and therefore complete tasks more effectively, with optimal results (Utari & Prasetyo, 2022). The indicators of work experience are length of service, job insight, and knowledge or mastery of problems (Nurcahyo et al., 2022, p. 132).

*Self-efficacy* is an individual's belief in their ability to face and manage the various conditions they encounter. The level of self-efficacy influences how a person acts and plays a role in achieving optimal work results (Agustini, 2019, p. 48). Its indicators are confidence in being able to complete a particular task, to motivate oneself to act in order to complete the task, to make an effort that is hard, persistent, and diligent, to endure obstacles and difficulties, and to solve problems in various conditions.

Based on these conditions, this study was conducted to determine the effects of work skills, work experience, and self-efficacy on employee productivity at PT Rimatex Putra Nusantara, Pemalang Regency.

## II. METHOD

This study uses a quantitative approach, so the data are processed through statistical analysis (Sugiyono, 2013, p. 7). The population comprises all 92 employees of the production department of PT Rimatex Putra Nusantara, Pemalang Regency. The sampling technique is saturated sampling, in which all members of the population are used as the sample, namely 92 employees.

Data were collected through observation, interviews, and questionnaires using a Likert scale (scores of 1–5). The instrument was tested using validity and reliability tests, and the data were transformed from an ordinal to an interval scale using the Method of Successive Intervals (MSI). The data analysis comprised classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), multiple linear regression analysis, hypothesis tests (t-test and F-test), and analysis of the coefficient of determination ( $R^2$ ), with the assistance of SPSS 22. Hypotheses H1–H3 concern the partial effects of work skills, work experience, and self-efficacy on employee productivity, respectively, and H4 concerns their simultaneous effect.

## III. RESULTS AND DISCUSSION

### A. Validity and Reliability Tests

The validity test was conducted on 30 respondents. All statement items for all variables were declared valid because the calculated  $r$  exceeded the  $r$ -table value (0.361). The reliability test showed that all variables were reliable, with Cronbach's alpha values above 0.6.

### B. Classical Assumption Tests

The normality tests, using a histogram, a normal P-P plot, and the one-sample Kolmogorov–Smirnov test, gave an asymptotic significance of  $0.200 > 0.05$ , so the data are normally distributed. The multicollinearity test showed that all independent variables have tolerance values above 0.10 and VIF values below 10, so there is no multicollinearity. The heteroscedasticity test showed that the residual points scatter randomly

without forming a particular pattern, so there are no symptoms of heteroscedasticity. The Glejser test also showed that the significance values of all three independent variables are greater than 0.05.

### C. Multiple Linear Regression

The multiple linear regression analysis produced the following equation, where Y is employee productivity, X1 is work skills, X2 is work experience, and X3 is self-efficacy:

$$Y = 0.405 + 0.202X_1 + 0.350X_2 + 0.236X_3$$

The constant of 0.405 indicates the productivity value when work skills, work experience, and self-efficacy are assumed to be 0. The work skills coefficient of 0.202 indicates a positive relationship, so an increase in work skills is followed by an increase in productivity. The work experience coefficient of 0.350 likewise indicates a positive relationship, so an increase in work experience is also followed by an increase in productivity. Meanwhile, the self-efficacy coefficient of 0.236 indicates a positive relationship, so an increase in self-efficacy is also followed by an increase in productivity.

### D. Hypothesis Testing (t-Test and F-Test)

The partial test (t-test) shows that work skills have a calculated t of  $2.783 > 1.987$  with a significance of  $0.007 < 0.05$ . Work experience has a calculated t of  $3.713 > 1.987$  with a significance of  $0.000 < 0.05$ , and self-efficacy has a calculated t of  $3.242 > 1.987$  with a significance of  $0.002 < 0.05$ . Partially, all independent variables have a positive and significant effect on productivity (Table I).

TABLE I. SUMMARY OF REGRESSION AND HYPOTHESIS TEST RESULTS

| Variable              | Regression Coefficient | t-value    | Sig.  | Conclusion               |
|-----------------------|------------------------|------------|-------|--------------------------|
| Work Skills (X1)      | 0.202                  | 2.783      | 0.007 | Positive and significant |
| Work Experience (X2)  | 0.350                  | 3.713      | 0.000 | Positive and significant |
| Self-Efficacy (X3)    | 0.236                  | 3.242      | 0.002 | Positive and significant |
| Simultaneous (F-test) | -                      | F = 43.858 | 0.000 | Significant effect       |

Note: t-table = 1.987; F-table = 2.708. Source: SPSS 22 output (processed data)

The simultaneous test (F-test) shows a calculated F of 43.858, which is greater than the F-table value of 2.708, with a significance of  $0.000 < 0.05$ . This indicates that work skills, work experience, and self-efficacy jointly have a positive and significant effect on employee productivity.

### E. Coefficient of Determination

The adjusted R square value in the coefficient of determination test is 0.586, or 58.6%. This means that the independent variables explain 58.6% of the variation in productivity, while the remaining 41.4% is influenced by other factors outside the variables in this study.

### F. Discussion

*The effect of work skills on employee productivity.* Work skills have a positive and significant effect on employee productivity. This shows that the better employees' work skills in carrying out their tasks, the higher the productivity they generate. Good skills help employees work faster, make fewer mistakes, and produce more optimal output.

*The effect of work experience on employee productivity.* Work experience has a positive and significant effect on employee productivity. This shows that the greater employees' work experience, the more productivity will increase. Employees who have long carried out their work tend to understand it more easily, can handle the various obstacles that arise, adapt more quickly to job demands, and complete their work better, so that productivity can increase.

*The effect of self-efficacy on employee productivity.* Self-efficacy has a positive and significant effect on employee productivity. This shows that the higher employees' self-efficacy, the more their productivity will increase. Employees with high self-efficacy tend to be more confident when facing targets, are able to motivate themselves, work more persistently, and do not give up easily when facing obstacles during the production process, so that their work is completed well and the results achieved are greater.

#### IV. CONCLUSIONS

Based on the results of the study, the following conclusions can be drawn: (1) work skills have a positive and significant effect on employee productivity, with a significance value of  $0.007 < 0.05$ , so the first hypothesis is accepted; (2) work experience has a positive and significant effect on employee productivity, with a significance value of  $0.000 < 0.05$ , so the second hypothesis is accepted; (3) self-efficacy has a positive and significant effect on employee productivity, with a significance value of  $0.002 < 0.05$ , so the third hypothesis is accepted; and (4) work skills, work experience, and self-efficacy simultaneously have a positive and significant effect on employee productivity, with a significance value of  $0.000 < 0.05$ , so the fourth hypothesis is accepted.

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