

Contribution of Work Experience and Career Development to Increase Employee Productivity of Telecommunication Companies

Bintang Narpati¹, Agus Dharmanto^{2*}, Supardi³, Jumawan⁴

^{1,2,3,4}Universitas Bhayangkara Jakarta Raya

bintang.narpati@dsn.ubharajaya.ac.id¹, agus.dharmanto@dsn.ubharajaya.ac.id²,

supardi@dsn.ubharajaya.ac.id³, jumawan@dsn.ubharajaya.ac.id⁴

*corresponden author : agus.dharmanto@dsn.ubharajaya.ac.id

ARTICLE INFO

Keywords: Work Experience, Career Development, Work Productivity

Received : 16, Sept

Revised : 12, Okt

Accepted: 20, Nov

©2025 The Author(s): This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the influence of career development and work experience on employee work productivity. The research is quantitative with an explanatory research approach. The study population was all employees of the company and a sample of 100 respondents was determined using the Slovin formula with an error rate of 5%. Data collection was carried out through a questionnaire with a 5-point Likert scale. The independent variables consist of Work Experience (X1) and Career Development (X2), while the dependent variable is work productivity (Y). Data analysis used multiple linear regression with the help of SPSS software version 27.

The results of the validity test show all valid statement items. The reliability test resulted in a Cronbach's Alpha value of > 0.70 so it was reliable. The normality test with Kolmogorov-Smirnov showed normally distributed data on all three variables (Asymp. Sig. > 0.05).

A partial t-test showed that work experience had a significant effect on work productivity and career development with an Adjusted R Square value of 0.260 or 26%, meaning that 26% of the variation in work productivity could be explained by work experience and career development, while the remaining 74% were influenced by other variables outside the model.

The conclusion of this study is that both work experience and career development partially have a positive and significant effect on employee work productivity. The breadth of the employee's work experience and the better, the career development program (promotion, training, job rotation), the higher the level of work productivity that can be achieved. Therefore, companies are advised to continue to improve structured and equitable career development programs and utilize experienced employees as mentors or coaches for junior employees to support continuous productivity improvement.

INTRODUCTION

In an era of increasingly complex business competition, the company's success depends heavily on the quality of human resources (HR) who have the skills, experience, and ability to continue to develop their potential (Palupi et al., 2024). HR is not just a managed object, but is the main driver of the organization that values all factors of production (Voroncov, 2021). Optimal productivity levels can only be achieved through a workforce that has enough experience, where that experience is greatly influenced by the length of time a person has

worked in the company (Zuwanda et al., 2024). The longer an employee stays in one organization, the higher the competence, performance, and contribution that can be made (Steffens et al., 2014).

Therefore, retaining an experienced workforce in the long term not only improves individual performance, but also has a significant impact on productivity, revenue, and overall competitiveness of the company. This means that employees with long-term work experience are the most valuable strategic assets in driving the company's growth and competitive advantage (Mazurkiewicz, 2017).

In the midst of the dynamics of rapid business change, both internally and externally, job security guarantees no longer depend on the length of a person's working life or the size of the company where he works (Lichtenstein et al., 2001). This security is now determined by the ability of individuals to continue to improve employability or the ability to always be employable. Therefore, career development is a very important need for every employee (Nyoman, 2024). Every individual is required to actively improve competence through improving the quality of work, discipline, continuing education, and enrichment of skills and experience. Currently, education is a personal investment, while skills and experience are the main assets in increasing competitiveness in the world of work (Onsomu et al., 2010).

Optimal labor productivity can only be realized if the company has professional employees who are able to compete (Parameswari et al., 2020). Because even though technology and work equipment are becoming more modern, humans are still the main factor that determines the success of the production process and the achievement of maximum results (Lewicki et al., 2025).

In the uncertain conditions of the world of work, the ability to continuously develop themselves through education, skills, and experience is an important factor for employees (Farid & Taher, n.d.) to remain relevant, have high competitiveness, and provide the best performance. At the same time, the development of these competencies is also a need for companies to achieve optimal performance.

As a pioneering company in its field, this company relies heavily on employee productivity to maintain the quality of service in various industrial sectors. However, there are still employees with a working period of four years or more who have not received adequate career development opportunities. In fact, the longer the work experience, the higher the expertise and contribution given to the company.

Thus, if the employee's work experience is followed by a clear career development program, either in the form of training, promotion, or appreciation

for work achievements, then labor productivity will increase (Chhetri, G. R., & Poudel, 2024) Significantly. This can ultimately provide benefits for the company in the form of improved output quality and stronger competitiveness.

Overall, employee productivity will increase if the work experience continues to increase (Zuwanda et al., 2024) Supported by a directed career development system, because these two aspects complement each other in creating a competent workforce and committed to the progress of the company.

THEORETICAL REVIEW

Work Experience

Work experience is the most influential factor in creating the growth of a business (Barba-Sánchez & Martínez-Ruiz, 2009). With the high experience they have, it will cause high growth of the business and increase the productivity of craftsmen.

Companies are generally more likely to choose employees who are already experienced because of work experience (Suutari et al., 2017) In essence, it is a summary of a person's experience of what has been experienced at work, so that what he has experienced has mastered. Experience is a quality that is always considered in the employee selection process (Paredes et al., 2019) or placement of employees by the company. Experience can show you what an employee can do. Work Experience is one of the most important factors in a company. Employees who have had a lot of work experience will very easily adapt to the job at hand. Work experience is a person's main capital to enter a certain field (Bidwell, 2016). Work experience is reflected in workers who have the ability to work elsewhere before. The more experience a worker gets, the more trained and skilled workers are in carrying out their work.

Experience as a whole of lessons formed by a person from the events that he goes through in his life lessons. In recent years, the influence of the level of work experience is only as a series of techniques. Work experience is needed to increase the effectiveness of human resources in the company, the goal is to provide the company with an effective job and for the workforce itself as a means of increasing work productivity. Work experience is the process of forming knowledge or skills about the method of a job (Guile & Griffiths, 2001) because of the employee's involvement in carrying out work duties. A person who has extensive work experience will make it easier for an employee to work in a new place or a new company, work experience is the level of mastery, skill, and experience of a person in carrying out a job.

Given the importance of work experience in a company, the factors that can affect work experience according to (Meyer & Allen, 1988) is Time because the longer a person performs a task, the more work experience he will have. Frequency means that the more often a person performs similar tasks, generally the person will gain better work experience. The type of task is that the more types of tasks given by an employee, the more work experience will be obtained. The application, namely the more application of knowledge, skills, and attitudes of a person in carrying out their duties, of course, will be able to improve the

employee's work experience. The result is that someone who has more work experience will be able to get better results in carrying out tasks.

Career Development

Career development is a formal process that involves shared responsibility between organizations and individuals (Zheng & Kleiner, 2001), with the aim of ensuring the availability of quality workers, increasing productivity, loyalty, employee creativity, and reducing employee turnover rates. Career development is not just an employee's personal initiative, but it must also be actively supported by the organization through structured career planning and management. If it relies solely on individual efforts, career development can not align with the needs of the organization, and may even risk causing employees to leave. Career development is a systematic and continuous effort that results in an improvement in the quality, position, and contribution of employees in the organization (Gilley, 2008), as well as an important strategy for companies to retain the best talent and improve the performance and competitiveness of the organization as a whole.

Effective career development is only achieved through active collaboration between employees (who are proactive in self-development) and organizations (who provide clear and planned career paths), resulting in more productive, loyal, creative, and long-lasting employees in the company. Career development indicators include clear job paths (Triandani & Anggriani, 2009), with indicators consisting of the level of clarity in the order of position rotation levels. The level of rotation/transfer of position positions. An open system of employee capabilities, with indicators consisting of the level of openness to the recognition of employee skills and the level of employee success. Employee qualifications, with indicators consisting of the level of awareness of the importance of qualifications. Individual awards, with indicators consisting of the level of appreciation for results. Organizational regeneration, with indicators of the level of cadre for each career level, the level of regeneration in the work system. Employee education and training programs, with indicators of the level of suitability of training in career improvement. Fair and non-discriminatory promotion programs.

Work Productivity

Productivity is generally defined as the relationship between output (goods or services) and inputs (labor, materials, money) (Triandani & Anggriani, 2009). Productivity is a measure of productive efficiency, a comparison between output and input. Inputs are often limited to labor, while outputs are measured in physical units, shapes, and values. Productivity is also defined as the level of efficiency in producing goods (Piero, 2013). The most well-known measure of productivity has to do with labor that can be calculated by dividing expenses by the amount used or the number of hours employees work.

Labor productivity is influenced by various factors both related to the workforce itself and other factors, such as: skills, nutrition and health, income levels, social security, environment and work climate, pancasila industry

relations, technology, management production facilities, and achievement opportunities (Maqsoom et al., 2020). Work productivity is a mental attitude. A mental attitude that always seeks improvement to whatever already exists. A belief that one can do a better job today than yesterday and tomorrow is better today.

In measuring productivity, it can be interpreted that total productivity is a factor of production as output per unit of total input from capital and labor, labor productivity as the amount of output per unit of labor, and capital productivity as output per unit of capital. Productivity can also be interpreted as the ratio between output to input of resources used (Eilon, 1985). So if in this ratio resources are all included to produce output, then it is called total productivity, but if what is calculated as input is only a certain resource factor, it is called partial productivity.

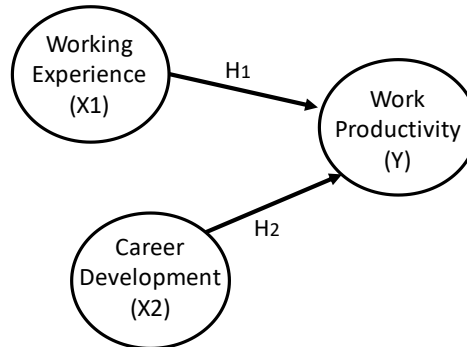
Productivity is a measure of the quantity and quality of the work that has been done, considering the cost of the resources used to do the work, productivity can be seen from two concepts, namely from the technical concept and the economic, socio-cultural concept. Productivity in the socio-cultural economic concept is a mental attitude that always strives and has the view that the quality of life today must be better than yesterday and tomorrow better than today. Productivity in technical concepts is a comparison between the results achieved by the use of resources or outputs divided by inputs.

Work productivity is a measure that shows the consideration between the inputs and outputs issued by the company as well as the role of labor that is owned by the union of time or with words. In general, productivity is defined as the relationship between real and physical results and actual inputs (Rutkauskas & Paulavi\v cienė, 2005). For example, productivity is a measure of productive efficiency. Comparison between output and input, inputs are often limited to labor inputs, while outputs are measured in the physical unity of mental forms (Sinaga et al., 2017). Work productivity is part of the work output obligation that must be given to the company. In increasing labor productivity, it is the responsibility of various parties for the company to provide tools, training facilities, and other work infrastructure, while employees are obliged to display a work ethos, caring attitude and good discipline, taking the initiative to improve work results continuously.

The indicators used to assess employee work productivity include several aspects, namely 1) Officers' attendance rate (Skrepnek et al., 2012). The frequency of employee absences can affect productivity, because absent employees do not contribute to the work process, resulting in low production and non-achievement of specified targets. 2) The amount of revenue obtained. Low employee productivity will have an effect on a decrease in the output of goods or services, which ultimately makes production goals not met. 3) Quality of work. The company always strives to produce the best quality products. If the quality of the products produced is not up to standard, employee productivity will decrease. 4) Error rate. The frequency of errors in the production process can reduce productivity, because the more errors occur, the less work results can be achieved. 5) Duration of work. The production process requires the effective use

of time, so the more efficient the time required, the more optimal the level of employee productivity.

Frame of Mind Picture



METHODOLOGY

The method of data collection in research is a method or method used by researchers to obtain data in a research. Data collection is carried out by distributing Questionnaires to all employees. The questionnaire itself is an efficient data collection technique if the researcher knows exactly the variables to be measured and knows what the respondents can expect. The sample taken was 100 respondents.

RESULTS

The location of this research was conducted at PT. Pasan which is located in Cikarang, Bekasi which is engaged in telecommunications where the object of research is focused on employees of the operational and technical support section.

Table 1. Validity Test Results

Pernyataan	r - hitung			r-tabel (5%, N=300)	Keterangan
	Working Experience (X1)	Career Development (X2)	Work Productivity (Y)		
1	0.467	0.68	0.502	0.1950	valid
2	0.579	0.715	0.663	0.1950	valid
3	0.671	0.665	0.605	0.1950	valid
4	0.677	0.587	0.614	0.1950	valid
5	0.605	0.567	0.585	0.1950	valid
6	0.567	0.663	0.462	0.1950	valid
7	0.555	0.642	0.503	0.1950	valid
8	0.552	0.503	0.689	0.1950	valid
9	0.574	0.655	0.534	0.1950	valid
10	0.581	0.416	0.596	0.1950	valid

Source : data processed by researchers with SPSS ver.27, 2025

The distribution of questionnaires that had been carried out to respondents and then processed data using SPSS version 27 produced valid data for all variables. Cronbach's Alpha shows a number greater than 0.70 so that all variables are said to be reliable.

Table 2. Reliability Test Results

Variabel	Cronbach's Alpha	N of Items
X1	0.793	10
X2	0.821	10
Y	0.790	10

Source : data processed by researchers with SPSS ver.27, 2025

The Reliability Test produced an overall variable value above 0.70, namely Cronbach's Alpha X1 = 0.793, X2 = 0.821 and Y = 0.790 which shows that all research instruments have a high level of internal consistency and are suitable for accurate measurement of variables, so that the data obtained can be trusted as the basis for further analysis in this study.

Table 3. Normality Test Results

		Work Experience (X1)	Career Development (X2)	Work Productivity (Y)
N		100	100	100
Normal Parameters ^{a,b}	Mean	43.45	43.31	45.44
Kolmogorov-Smirnov Z		1.126	1.437	1.238
Asymp. Sig. (2-tailed)		0.158	0.032	0.093

Source : data processed by researchers with SPSS ver.27, 2025

In the normality test using the Kolmogorov-Smirnov technique in table 3 above, the variables were found to have a normal value of above 0.05 or by looking at the Asymp value. In the table above, it can be seen that the normality test of the work productivity variable produces a value with an Asymp probability. Sig. = 0.092. Because the significance value is larger, which is $0.092 > 0.05$, it can be concluded that the variable data tested for work productivity is normally distributed so that it meets the requirements for the research instrument.

Table 4. Partial Test Results

Model	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.
(Constant)	22.145	3.999		5.537	0.000
Working Experience (X1)	0.289	0.078	0.336	3.690	0.000
Career Development (X2)	0.248	0.075	0.301	3.314	0.001

Table 4 produces a partial t-value for variable X1 3.690 which means that Work Experience has a positive and significant effect on work productivity, as well as variable X2 3.314 which means that Career Development has a positive and significant effect on work productivity.

Table 4. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.520	0.260	0.255	3.196

Source : data processed by researchers with SPSS ver.27, 2025

The results of the determination coefficient test showed that the contribution of independent variables to variable Y was relatively weak, which was only 26%, with the largest contribution coming from the work experience variable, so it can be interpreted that the increase in employee work productivity was more predominantly influenced by experience factors than other factors in this research model.

DISCUSSION

The results of the above statistical test conclude that the variable partially affects the dependent variable in this research model.

Effect of work experience (X1) on work productivity (Y)

The results of the above study with the hypothesis of a partial significant t-test, namely in t_{table} 1.988 while t_{count} was obtained at 3.690 because t_{count} was greater than t_{table}, which was $3.690 > 1.988$ and the value of sig. $0.001 < 0.05$, then it can be concluded that the independent variable of Work Experience partially has a significant influence on work productivity. In this study, work experience has a direct impact on employee productivity. The more and better the experience a worker has, the greater their ability to improve work outcomes in the company. In other words, the higher the level of work experience a person has, the more productivity his work productivity will increase.

The Influence of Career Development (X2) on Work Productivity (Y)

The results of the above study with a partial hypothesis of significant t-test, which can be seen in the t_{table} 1.988 while the t_{count} was obtained at 3.314 because the t_{count} was larger than the t_{table}, which was $3.314 > 1.988$ and the value sig. $0.001 < 0.05$, then it can be concluded that the independent variable of Career Development partially has a significant influence on work productivity. This research shows that career development contributes to increasing employee work productivity. When a worker gets the opportunity to develop his career better, his work also tends to increase. Thus, the greater the career development opportunities that employees get, the higher the productivity they can achieve

CONCLUSION

The results of the study show that Career Development has an effect on Work Productivity. This means that the better the career development opportunities that employees have, the higher the level of productivity that can be achieved. This study also found that Work Experience has an effect on Work Productivity. In other words, the broader and higher the experience that employees have, the greater their contribution to increasing productivity.

In addition, Career Development and Work Experience are simultaneously proven to affect Work Productivity. These findings indicate that productivity is not only determined by good career development, but also requires adequate work experience. Therefore, these two aspects together have an impact on increasing employee productivity.

REFERENCE

- Barba-Sánchez, V., & Martínez-Ruiz, M. P. (2009). A Longitudinal Study to Assess the Most Influential Entrepreneurial Features on a New Firm's Growth. *Journal of Small Business & Entrepreneurship*, 22, 253–266.
- Bidwell, M. (2016). *Unpacking Human Capital: Exploring the Role of Experience and Education in Shaping Access to Jobs*. <https://api.semanticscholar.org/CorpusID:158992229>
- Chhetri, G. R., & Poudel, P. (2024). Career Development Program, Commitment and Communication on Employee Productivity in Nepalese Commercial Banks. *Journal of Balkumari College*, 13(1). <https://doi.org/https://doi.org/10.3126/jbkc.v13i1.69492>
- Eilon, S. (1985). A Framework for Profitability and Productivity Measures. *Interfaces*, 15, 31–40. <https://api.semanticscholar.org/CorpusID:154809751>
- Farid, K., & Taher, J. (n.d.). *The Impact of Skills Development on Employee Performance*.
- Gilley, J. W. (2008). Career Development: The Linkage Between Training And Organizational Development. *Performance Improvement Quarterly*, 2, 43–54. <https://api.semanticscholar.org/CorpusID:58298292>
- Guile, D., & Griffiths, T. (2001). Learning Through Work Experience. *Journal of Education and Work*, 14, 113–131. <https://api.semanticscholar.org/CorpusID:39985995>
- Lewicki, W., Koniuszy, A., Niekurzak, M., & Stefanowicz, K. (2025). Assessment of Parameters Affecting the Efficiency of Production Processes Including Barriers and Perspectives of Automation in a Real Manufacturing Environment. *API Science - MDPI*, 15(3092). <https://doi.org/https://doi.org/10.3390/app15063092>
- Lichtenstein, B., Hartwell, J., Olson, N., Arthur, M. B., & Rousseau, D. M. (2001). *The Boundaryless Career: A New Employment Principle for a New Organizational Era*. <https://api.semanticscholar.org/CorpusID:144091546>
- Maqsoom, A., Khan, K. A., Musarat, M. A., Mubasit, H., & Umer, M. (2020).

- Influence of Internal Workforce Diversity Factors on Labor Productivity in Construction Projects: Empirical Evidence from Pakistan. 2020 *Second International Sustainability and Resilience Conference: Technology and Innovation in Building Designs*(51154), 1–7.
<https://api.semanticscholar.org/CorpusID:231684574>
- Mazurkiewicz, A. (2017). Shaping the Career of a Talented Employee in Achieving Competitive Advantage by Modern Companies. *Ekonomia I Prawo. Economica and Law*, 16(2).
<https://doi.org/https://doi.org/10.12775/EIP.2017.011>
- Meyer, J. P., & Allen, N. J. (1988). Links between work experiences and organizational commitment during the first year of employment: A longitudinal analysis*. *Journal of Occupational Psychology*, 61, 195–209.
<https://api.semanticscholar.org/CorpusID:144116817>
- Nyoman, S. A. P. (2024). ANALYSIS OF THE IMPORTANCE OF TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE. *Jurnal Bisnisan : Riset Bisnis Dan Manajemen*.
<https://api.semanticscholar.org/CorpusID:273030530>
- Onsomu, E. N., Ngware, M. W., & Manda, D. K. (2010). The Impact of Skills Development on Competitiveness: Empirical Evidence from a Cross-Country Analysis. *Education Policy Analysis Archives*, 18, 1–21.
<https://api.semanticscholar.org/CorpusID:55862986>
- Palupi, N. W. I., Mashuri, D. I., & Febrima, A. Y. (2024). Innovative Strategies To Improve The Quality Of Human Resources Through Skill And Competency Development. *International Journal of Management, Business, and Social Sciences*, 3(1). <https://doi.org/https://doi.org/10.31942/ijmbs.v1i1.6791>
- Parameswari, R., Tholok, F. W., & Pujiarti, P. (2020). The Effect Of Professionalism On Employee Work Productivity At Sakura Jaya Company. *Primanomics*, 18(2). <https://doi.org/https://doi.org/10.31253/pe.v18i2.352>
- Paredes, Borja, Santos, David, Olmo, Del, S., Gandarillas, Beatriz, Briñol, & Pablo. (2019). The evaluation of candidates in a personnel selection Process: Preference for experience over potential in unfavorable context. *Anales de Psicología / Annals of Psychology*, 35(3).
<https://doi.org/http://dx.doi.org/10.6018/analesps.35.3.354941>
- Piero, M. (2013). The Drivers Of Productivity. *Annals of Faculty of Economics*, 1, 253–262. <https://api.semanticscholar.org/CorpusID:155626535>
- Rutkauskas, J., & Paulavi\vcienė, E. (2005). Concept of Productivity in Service Sector. *The Engineering Economics*, 43, 35–41.
<https://api.semanticscholar.org/CorpusID:167766412>
- Sinaga, S., Ibrahim, M., Saleh, A. R., Al-Shammari, D. S. A., Dewi, A. C., Trisnawati, B., Sudadio, S., Fauzi, A., Afrianti, V., Bartin, T., Ariyanti, E. H., Suratmi, S., Muldiani, R. F., Purwaningsih, S. S., Sartika, E., Hidayatulloh, H. N., Fithri, D. L., Setiawan, D. A., Merdeka, H., ... Usman, A. (2017). Manajemen Sumber Daya Manusia. *Academy of Management Journal*, 13 No. 1(2), No.15/2011. https://doi.org/10.1007/0-387-24243-0_8
- Skrepnek, G. H., Nevins, R., & Sullivan, S. D. (2012). An assessment of health and work productivity measurement in employer settings. *Pharmaceuticals, Policy*

- and Law, 14, 37–49. <https://api.semanticscholar.org/CorpusID:68364075>
- Steffens, N. K., Shemla, M., Wegge, J., & Diestel, S. (2014). Organizational Tenure and Employee Performance. *Group & Organization Management*, 39(6). <https://doi.org/https://doi.org/10.1177/1059601114553512>
- Suutari, V., Brewster, C., Mäkelä, L., Dickmann, M., & Tornikoski, C. (2017). The Effect of International Work Experience on the Career Success of Expatriates: A Comparison of Assigned and Self-Initiated Expatriates. *Human Resource Management*, 57, 37–54.
- Triandani, S., & Anggriani, I. V. (2009). The Effect of Career Paths and Career Planning toward Career Development of Employees: A Case Study Penetentiary Office In Pekanbaru. *First International Conference on Economic and Banking*. <https://doi.org/https://doi.org/10.2991/ICEB-15.2015.60>
- Voroncov, E. (2021). Human Resources Are The Source Of An Organization's Competitive Advantage. *Actual Directions Of Scientific Researches Of The Xxi Century: Theory And Practice*, 9(1). <https://doi.org/https://doi.org/10.34220/2308-8877-2021-9-1-140-154>
- Zheng, Y., & Kleiner, B. (2001). Developments concerning career development and transition. *Management Research News*, 24, 33–39. <https://api.semanticscholar.org/CorpusID:154987308>
- Zuwanda, A., Aminah, S., Riza, T., Shiddiq, A. A., Silvia, Y., & Pane, S. G. (2024). Analysis of the Influence of Work Experience, Work Morale, and Working Period on Employee Productivity at the Birem Bayeun Sub-district Office, East Aceh. *Jurnal EMT KITA*, 9(1). <https://doi.org/https://doi.org/10.35870/emt.v9i1.3413>