

THE INFLUENCE OF WORK EXPERIENCE AND WORK ENVIRONMENT ON EMPLOYEE PRODUCTIVITY WITH ORGANIZATIONAL CULTURE AS AN INTERVENING VARIABLE AT PT BAHAGIA JAYA SEJAHTERA BOGOR



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ABSTRACT

This study aims to examine the effects of work experience and work environment on employee productivity, with organizational culture serving as a mediating variable. A quantitative approach was employed using descriptive and path analysis methods. Data were collected through questionnaires distributed to 80 employees, representing the entire population, and selected using a saturation sampling technique. The research instruments were tested for validity and reliability and met the required classical assumption criteria. The Sobel test was applied to evaluate indirect effects. The findings indicate that: (1) work experience and work environment significantly influence organizational culture; (2) work experience, work environment, and organizational culture each have a direct and significant effect on employee productivity; and (3) work experience and work environment also exert an indirect effect on employee productivity through organizational culture. These results highlight the importance of fostering a supportive work environment and leveraging employee experience to strengthen organizational culture and enhance productivity.

Keywords: Work Experience; Work Environment; Organizational Culture;
Employee Productivity

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INTRODUCTION

Employee productivity is shaped by various factors that collectively determine an organization's success, as these factors interact and influence performance either directly or indirectly. Among the determinants are education level, work experience, skills, discipline, motivation, health and nutrition, income, organizational culture, social security, and the overall work climate (Handoko, 2022). Productivity indicators encompass capability, increased results, self-development, quality, and efficiency (Handoko, 2022).

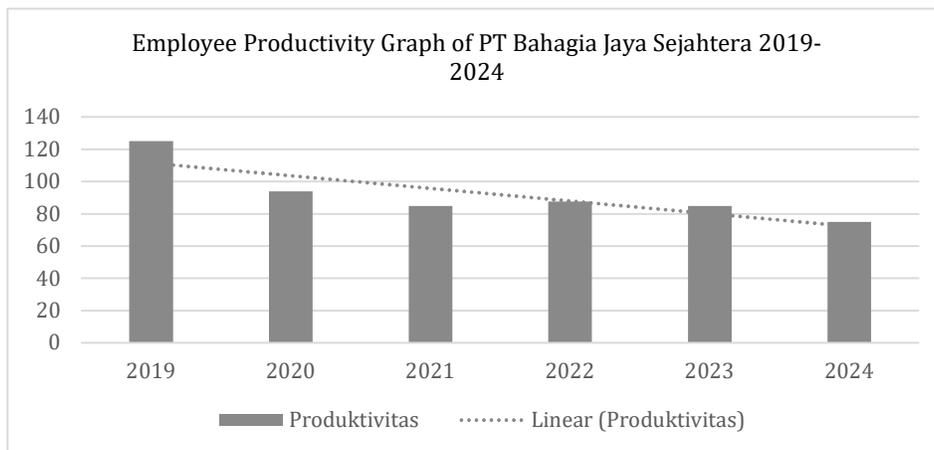
PT Bahagia Jaya Sejahtera is a manufacturing company located at Jalan Mayjen HR Edi Sukma No. 58, Harjasari, Ciawi District, Bogor, West Java, producing machinery for agricultural, plantation, and livestock purposes. The company currently employs 80 workers who support its operational activities. Observations and interviews with the HR department reveal that over the past six years, employee productivity has experienced a consistent decline, as illustrated in Table 1.

Table 1
Employee Productivity Data PT Bahagia Jaya Sejahtera 2019-2024

No	Year	Workforce (People)	Output (Units)	Productivity (Units/Workforce)	Productivity (units/workforce)
1	2019	80	10000	125	-
2	2020	80	7500	93.75	-25
3	2021	80	6800	85	-9
4	2022	80	7000	87.5	3
5	2023	80	6780	84.75	-3
6	2024	80	6000	75	-12
Average				92	-9

Source: PT Bahagia Jaya Sejahtera, 2025

Based on table 1, the annual productivity target is set at 125 units per worker, yet the average over 2019–2024 only reached 92 units, indicating a 9% decline. The decline in productivity can be seen more clearly in Figure 1. Employee Productivity graph of PT Bahagia Jaya Sejahtera 2019-2024.



Source: PT Bahagia Jaya Sejahtera, 2025

Figure 1
Employee Productivity Graph of PT Bahagia Jaya Sejahtera 2019-2024

Based on figure 1, the employee productivity graph of PT Bahagia Jaya Sejahtera for 2019-2024, it can be seen that there has been a decline in productivity during 2019-2024 at PT Bahagia Jaya Sejahtera. This trend shows that PT Bahagia Jaya Sejahtera has problems related to low employee productivity and a decline in productivity during 2019-2024.

One suspected cause of this decline is the suboptimal implementation of organizational culture. Observations showed that aspects related to innovation and risk-taking are particularly weak, with 87% of employees feeling discouraged from pursuing new or risky ideas. This indicates that the company has not yet facilitated an environment that nurtures employee innovation.

Another contributing factor is inadequate work experience. As much as 77% of employees stated that their tenure was insufficient to fully grasp the work processes, making it challenging to adapt to the organizational culture and consequently impacting productivity.

Additionally, the work environment also plays a vital role. A supportive environment both physical and non-physical can foster an effective culture and enhance performance. Yet, 12% of the company's facilities were found to be inadequate, limiting employees' ability to perform optimally.

Based on this background, the objectives of this study are: (1) Examine the partial effect of work experience and work environment on organizational culture; (2) Analyze their partial effect on employee productivity; (3) Assess the effect of organizational culture on employee productivity; (4) Investigate the mediating effect of organizational culture on the relationship between work experience, work environment, and productivity.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Employee Productivity

Productivity refers to an individual's mindset and efforts to achieve better results by efficiently utilizing resources, evaluated through the ratio of input to output (Handoko, 2022). Productivity is influenced by education, experience, skill, work discipline, motivation, health, income, organizational culture, social security, and work climate. Key indicators include capability, improved business outcomes, self-development, quality, and efficiency (Handoko, 2022).

Organizational culture

Organizational culture is a drive to act in ways that support organizational success and prioritize collective interests (Robbins, 2021). Factors that influence organizational culture include behavioral patterns, norms, core values, philosophy, rules, and the work environment and climate (Robbins, 2021). Meanwhile, according to Steers (2016), the factors that influence organizational culture are personal characteristics, characteristics related to position or role, and work experience. Indicators of organizational culture include innovation, leadership, integration, management support, control, identity, reward systems, conflict management, and communication (Robbins, 2021).

Work Experience

Work experience is a measure of the length of time or period of work that a person has taken to understand the tasks of a job and have carried them out well (Foster, 2015).

Work experience indicators include length of time or period of work, level of knowledge and skills possessed, and mastery of work and equipment (Foster, 2015).

Work Environment

Sedarmayanti (2017) explains that the work environment encompasses tools, materials, methods, and interpersonal dynamics that shape work processes. It comprises both physical elements such as equipment, lighting, air circulation, and safety and non-physical aspects like superior-subordinate relationships and team interactions (Sedarmayanti, 2017).

Research Framework

The research framework is a model that explains the relationships among variable based on relevant theories (Sugiyono, 2022). This study examines the effect of work experience and work environment on employee productivity, with organizational culture as an intervening variable. The endogenous in this study is employee productivity, while the exogenous variables are work experience and work environment. Organizational culture acts as the mediating (intervening) variable.

Based on the explanation, a research framework can be developed as presented in Figure 2.

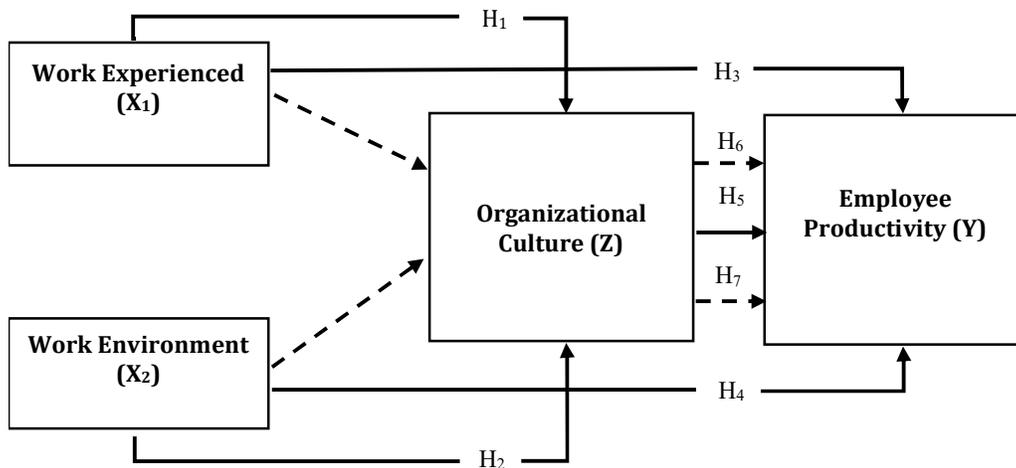


Figure 2
Research Framework

Hypothesis

The hypotheses in this study are:

- H₁: There is an influence of work experience on organizational culture at PT Bahagia Jaya Sejahtera*
- H₂: There is an influence of the work environment on organizational culture at PT Bahagia Jaya Sejahtera*
- H₃: There is an influence of work experience on employee productivity at PT Bahagia Jaya Sejahtera*
- H₄: There is an influence of the work environment on employee productivity at PT Bahagia Jaya Sejahtera*

- H₅ : There is an influence of organizational culture on employee productivity at PT Bahagia Jaya Sejahtera*
- H₆ : Organizational culture mediates the influence of work experience on employee productivity at PT Bahagia Jaya Sejahtera*
- H₇ : Organizational culture mediates the influence of work environment on employee productivity at PT Bahagia Jaya Sejahtera*

METHOD

The objects of this study are work experience, work environment, organizational culture, and employee productivity of PT Bahagia Jaya Sejahtera. The subjects of this study were employees of PT Bahagia Jaya Sejahtera. The location of this study was at PT Bahagia Jaya Sejahtera which is located at Jalan Mayjen HR Edi Sukma No. 58, Harjasari, Kec. Ciawi, Bogor City, West Java.

The research method used in this study uses descriptive and verification methods with a quantitative approach. The unit of analysis in this study is PT Bahagia Jaya Sejahtera, while the population in this study is all employees of PT Bahagia Jaya Sejahtera.

The sample in this study was 80 people, which were all employees of PT Bahagia Jaya Sejahtera. The sampling technique was saturated sampling, which is part of non-probability sampling (Sugiyono, 2022). Data collection methods were through library research and field research; interviews, questionnaires, and observations.

This study employed library and field research methods. Library research was conducted to establish the theoretical foundation through a review of relevant books, journals, and previous studies. Field research was carried out to collect primary data through interviews, questionnaires, and direct observation at PT Bahagia Jaya Sejahtera. The questionnaire, using a Likert scale, served as the main research instrument to measure the study variables.

Data were analyzed using descriptive and verification approaches. Descriptive analysis was used to summarize the data without generalization, while verification analysis was conducted to test the proposed hypotheses using path analysis to examine both direct and indirect effects among variables (Sugiyono, 2022).

RESULTS AND DISCUSSION

Recapitulation of Employee Responses

The recapitulation of employee responses regarding work experience, work environment, organizational culture, and employee productivity variables can be seen in the following Table 2.

Table 2
Recapitulation of Employee Responses

No	Variable	Average	Criteria	Interpretation
1	Work Experience	3.74	Good	The average employee assessment of work experience, which includes indicators of length of time and length of service, level of knowledge and skills possessed, and mastery of work and equipment, shows good criteria.
2	Work Environment	3.61	Good	The average employee assessment of the work environment, which includes physical and non-physical work environment indicators, shows good criteria.

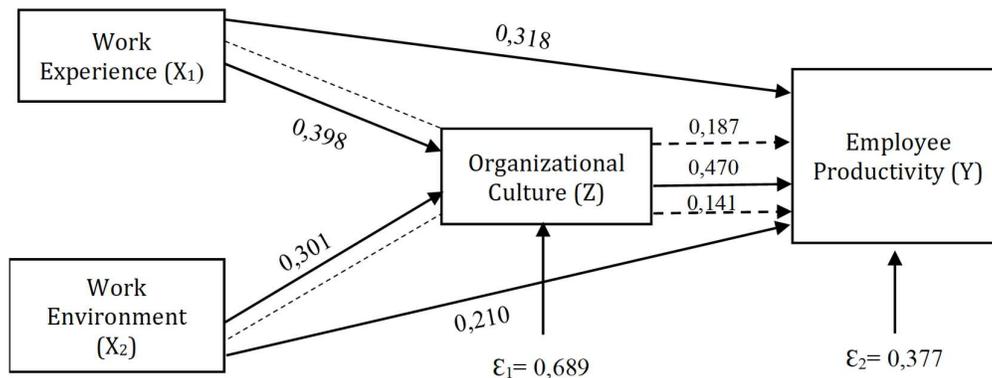
No	Variable	Average	Criteria	Interpretation
3	Organizational Culture	3.46	Good	The average employee assessment of organizational culture, which includes indicators of innovation and risk taking, leadership, integration, management support, control, identity, reward systems, compromise with conflict, and communication patterns, shows good criteria.
4	Employee Productivity	3.56	Tall	The average employee assessment of employee productivity, which includes indicators of ability, increasing business results, self-development, quality, and efficiency, shows high criteria.

Source: Processed Primary Data, 2025

Based on Table 2, employee responses indicated that work experience (mean 3.74), work environment (3.61), and organizational culture (3.46) were generally assessed as good. Productivity scored 3.56, categorized as high.

Path Analysis

For test influence intervening variables used method analysis path. Analysis track is expansion from analysis regression (Sugiyono, 2022). The results of the path analysis are presents below. Path analysis is a combined model of multiple regression and mediation analysis which illustrates both direct and indirect relationships among variables. The model can be seen in Figure 3.



Source : Processed Primary Data, 2025

Figure 3
Path Analysis Results

Based on analysis test results track, culture organization own influence most dominant direct to productivity employees, so that worthy under consideration as intervening variables. However, when play a role as a mediator between experience work and environment Work to productivity employees, influence culture organization precisely weakening. This is show that experience work and environment Work can influence productivity employee without need through culture organization.

Coefficient Results Determination

The R2 value of the first equation is 0.623 or 62.3%. This is show that percentage donation influence variable experience work, environment work and culture organization to productivity employee whereas the rest influenced by other factors that

are not entered in this research. The R2 value of second equation is 0.311 or 31.1%. This is show that percentage donation influence variable experience work and environment Work to culture organization whereas the rest influenced by other factors that are not entered in this research.

Testing Hypothesis In General Partial (t-test)

Testing hypothesis in a way partial done for knowing each variable exogenous experience work, environment work and culture organization to endogenous productivity variables employee with use t-test statistics (Sugiyono, 2022). Usually, two test models were proposed hypothesis zero (H_0) and hypothesis alternative (H_a). Then the t-test is used for test hypothesis accepted and rejected. Next for know there is whether or not influence mediation from variable intervening researchers using the Sobel test. The result of the t-test are presented in Table 3.

Table 3
Testing Hypothesis in General Partial (t-test)

Hypothesis	Path Coefficient	Thitung	Ttable	Sig	Decision	Conclusion
Pzx1=0	0.398	4,062	1,669	0,000	Ho rejected Ha accepted	There is influence positive and significant
Pzx2=0	0.301	3,079	1,669	0.003	Ho rejected Ha accepted	There is influence positive and significant
Pyx1=0	0.318	3,949	1,669	0,000	Ho rejected Ha accepted	There is influence positive and significant
Pyx2=0	0.210	2,712	1,669	0.008	Ho rejected Ha accepted	There is influence positive and significant
Pzy =0	0.470	5,538	1,669	0,000	Ho rejected Ha accepted	There is influence positive and significant

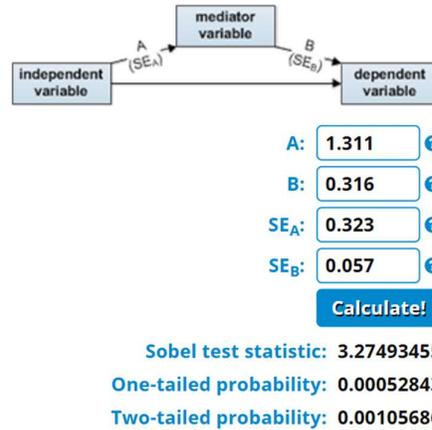
Source: Processed Primary Data, 2025

Sobel Test

The Sobel analysis in this study was used to examine the effecr of the intervening (mediating) variable, namely Z. The sobel test was conducted to determine the strength of the indirect effect of the exogenous/independent variable (Y) through the intervening variable (Z).

The Influence of Work Experience to Productivity Employee Through Culture Organization

The results of the Sobel test used examine the significance of the mediation effect are presented in Figure 4.



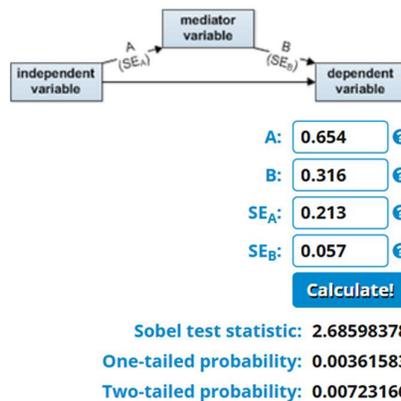
Source: Sobel Test Calculator Output for The Significance of Mediation, 2025

Figure 4
Calculate Sobel Test Results

The results of the calculation of the n statistical values of the Sobel test obtained a calculated Z value of 3.27. The calculated Z value > Z table (3.27 > 1.96) then the results prove that there is a mediating effect of work experience on employee productivity through organizational culture.

The Influence of Work Environment on Employee Productivity Through Organizational Culture

The results of the Sobel test used examine the significance of the mediation effect are presented in Figure 5.



Source: Sobel Test Calculator Output for The Significance of Mediation 2025

Figure 5
Calculate Sobel Test Results

Calculation results mark Sobel test statistics obtained mark Z_{count} of 2.69 Z value count > Z table (2.69 > 1.96) then results the prove that there is influence mediation environment Work to productivity employee through culture organization.

Employee Response to The Research Variables

Work experience work environment, and organizational culture are categorized as good, while employee productivity is categorised as high. Job and equipment mastery shows the highest score in work experience, whereas tenure is the lowest. The non-physical work environment scores highest, while working hours score lowest. Organizational culture is strongest in integration and weakest in conflict compromise. Productivity is highest in efficiency and lowest in self-development indicating the need to strengthen employee development capacity.

The Effect of Work Experience on Organizational Culture

Work experience has a positive and significant effect on organizational culture ($t=4,062$; $\rho < 0,05$). This finding is consistent with Fadly (2024), who reported that work experience significantly influences organizational culture by enhancing employee understanding of organizational values.

The Effect of Work Environment on Organizational Culture

The work environment significantly affects organizational culture ($t=3,079$; $\rho < 0,05$). This result supports Fadly (2024), confirming that a supportive work environment strengthens shared norms and values within the organization.

The Effect of Work Experience on Employee Productivity

Work experience has a significant positive effect on employee productivity ($t= 3,949$; $\rho < 0,05$). This finding aligns with Amah (2023), Adyatma and Nida (2021), and Rosada and Ubaidillah (2021), who concluded that work experience directly employee employee productivity.

The Effect of Work Environment on Employee Productivity

The work environment significantly influences employee productivity ($t=2,712$; $\rho < 0,05$). This result is supported by Langkamane and Marsono (2023), Paila et al. (2023), and Octarini et al. (2021), who found a significant direct effect of the work environment on productivity.

The Effect of Organizational Culture on Employee Productivity

Organizational culture demonstrates the strongest direct effect on productivity ($t= 5,538$; $\rho < 0,05$). This finding is consistent with Bijalwan et al. (2024), Azka (2024), and Putri and Sumartik (2022) who emphasized the critical role of organizational culture in enhancing employee productivity.

The Indirect Effect of Work Experience on Employee Productivity through Organizational Culture

Work experience indirectly effect employee productivity organizational culture ($Z = 3,27 > 1,96$), indicating a significant mediating effect. Luthans (cites in Fadly, 2024) explains that work experience helps employee adapt to organizational culture thereby strengthening productivity outcomes.

The Indirect Effect of Work Environment on Employee Productivity through Organizational Culture

The work environment also has a significant indirect effect on productivity through organizational culture ($Z = 2,69 > 1,96$). According to Schein (2010), organizational

culture is formed through interactions between the work environment and shared values, which ultimately influence employee productivity. This confirms the mediating role of organizational culture in this study.

CONCLUSION AND SUGGESTION

The study concludes that both work experience and work environment directly and positively influence organizational culture and employee productivity. Organizational culture itself also has a strong and significant impact on productivity and mediates the effects of work experience and work environment.

Future research is encouraged to explore additional variables such as education level, skill development, discipline, motivation, health, income, and social security to build a more comprehensive understanding of productivity drivers.

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