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The Model of Employee Experience and Productivity

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Abstract: This study aims to examine the effect of employee experience on employee productivity in service sector companies located in West Java Province, Indonesia. Employee experience is assessed through four main dimensions: work technology, organizational culture, leadership, and employee well-being. The study adopts a quantitative explanatory research approach. Data were collected using a structured questionnaire distributed to 100 permanent employees across various service-based companies. Multiple linear regression analysis was employed using SPSS software. The results show that all dimensions of employee experience have a positive and significant effect on employee productivity, with leadership emerging as the most dominant factor. The regression model demonstrates an R square value of 0.507, indicating that 50.7% of the variability in employee productivity can be explained by the four dimensions of employee experience. These findings highlight the importance of strategically managing employee experience as an effective managerial approach to enhancing both individual and organizational performance.

Keywords: Employee Experience, Employee Productivity, Leadership, Well-Being, Organizational Culture, Work Technology

INTRODUCTION

In the era of digital transformation and increasingly intense global competition, organizations are required not only to focus on business strategies and technology but also on a more human-centered and experience-driven approach to human resource management. Employee experience has become a strategic concept in modern organizational management because it directly contributes to job satisfaction, employee engagement, retention, and overall productivity (Morgan, 2017). Major companies such as Google, Microsoft, and Unilever have adopted a holistic approach to employee experience as a core part of their strategy in creating positive and innovative work environments. However, in many organizations especially in developing countries like

Indonesia the implementation of this concept remains partial or even neglected, despite growing evidence showing a strong link between employee experience and organizational performance.

A real and growing problem in many companies today is the increasing rate of employee turnover, low engagement levels, and the emergence of the “quiet quitting” phenomenon—where employees are physically present but mentally disengaged and underperform due to feelings of being undervalued or dissatisfied with the work environment (Gallup, 2023). Factors such as lack of flexibility, absence of development opportunities, poor internal communication, and inadequate recognition systems are frequently cited as the root causes of poor employee experience (Saks, 2022). These issues directly affect employee productivity, which in turn impacts individual performance and the long-term success of the organization.

Recent studies over the past five years have shown that employee experience encompasses more than just office perks or financial benefits. According to Bersin (2019), employee experience is a combination of multiple factors, including the technology employees use, the organizational culture, the quality of leadership, and opportunities for growth. A positive employee experience fosters a sense of belonging, boosts intrinsic motivation, and builds strong affective commitment to the organization (Plaskoff, 2017; Rathi & Lee, 2021). Conversely, a negative work experience increases psychological stress, leads to burnout, and ultimately diminishes productivity. Therefore, understanding and constructing a model that links employee experience to productivity is crucial in the context of sustainable organizational development.

While many studies have partially examined the relationships between job satisfaction, employee engagement, or work environment and productivity, few have comprehensively explored how the overall employee experience shapes work productivity within a single integrative model. This study aims to fill that gap by developing a model that more holistically explains how dimensions of employee experience—such as technology, work culture, leadership, and employee well-being interact and ultimately affect productivity. This approach is expected to contribute not only theoretically to the development of human resource management literature but also practically by providing organizations with strategic insights on how to enhance performance through more meaningful employee experiences.

Conceptual Framework

The paradigm shift in human resource management from administrative functions to strategic involvement has positioned employee experience as a crucial element in enhancing organizational performance. Employee experience refers to the subjective perceptions employees develop through every interaction with the organization from recruitment, onboarding, and daily work, to career development and eventual exit (Morgan, 2017). In today’s modern work environment, employee experience is recognized as a strategic asset that can improve employee loyalty, engagement, and ultimately, productivity. Plaskoff (2017) also emphasized that well-managed employee experiences create more adaptive and competitive organizations.

However, in reality, many organizations especially in developing countries like Indonesia have yet to fully embrace the concept of employee experience in their HR practices. Common issues such as lack of transparent communication, rigid working systems, insufficient recognition of employee contributions, and limited personal development opportunities often result in a negative work experience. These experiences lead to demotivation, increased stress, reduced loyalty, and eventually lower productivity (Saks, 2022; Gallup, 2023).

The conceptual framework in this study is constructed on the premise that employee experience acts as an independent variable that significantly influences employee productivity as

the dependent variable. Employee experience is broken down into four key dimensions: (1) workplace technology, referring to the accessibility and usability of digital tools; (2) organizational culture, encompassing shared values, norms, and a supportive work atmosphere; (3) leadership quality, indicating the degree of guidance, trust, and support from supervisors; and (4) employee well-being, which includes physical, psychological, and social dimensions of employee life. These dimensions interact and contribute holistically to the overall work experience.

On the other hand, employee productivity is viewed not only in terms of quantitative output (e.g., number of tasks completed) but also through qualitative indicators such as time efficiency, quality of work, and work initiative. Productivity is thus a reflection of emotional engagement, commitment, and job satisfaction factors directly influenced by employee experience.

Logically, when organizations are able to create a supportive work environment through improved technology, a healthy organizational culture, inclusive leadership, and attention to employee well-being employees will feel valued and motivated to perform at their best. This aligns with motivational theories (Maslow, Herzberg) which suggest that the fulfillment of basic and psychological needs enhances performance and intrinsic motivation.

Therefore, this conceptual framework posits a causal relationship between employee experience and employee productivity, suggesting that positive employee experiences have a significant impact on work performance. This model will be tested empirically to assess how each dimension of employee experience contributes to productivity enhancement.

Table 1 of Conceptual Framework

Independent Variable (X)	Dimensions	Dependent Variable (Y)	Direction of Relationship	Brief Explanation
Employee Experience	1. Work Technology	Employee Productivity	Positive	Supportive technology facilitates work, increases efficiency, and supports productivity.
	2. Organizational Culture		Positive	Inclusive and collaborative culture creates a positive atmosphere that fosters better performance.
	3. Leadership		Positive	Supportive leadership enhances motivation, engagement, and loyalty, leading to improved productivity.
	4. Employee Well-being		Positive	Physical and psychological well-being allows employees to focus, stay healthy, and perform optimally.

Hypotheses

H1: Employee experience has a positive and significant effect on employee productivity.

Sub-Hypotheses (By Dimension):

1. H1a: Work technology has a positive and significant effect on employee productivity.
2. H1b: Organizational culture has a positive and significant effect on employee productivity.
3. H1c: Leadership has a positive and significant effect on employee productivity.
4. H1d: Employee well-being has a positive and significant effect on employee productivity.

These hypotheses are developed under the assumption that each dimension of employee experience contributes significantly to employee performance. A better experience at work enhances employee engagement, satisfaction, and motivation, all of which lead to higher productivity.

METHOD

This study employs a quantitative approach with an explanatory research design, which aims to examine the effect of employee experience on employee productivity based on numerical data collected through structured questionnaires. A quantitative explanatory approach is considered appropriate since the primary objective is to test causal relationships between defined variables, as outlined in the conceptual framework and research hypotheses. The research design is cross-sectional, meaning that data collection was carried out at a single point in time.

The research was conducted in West Java Province, specifically in service sector companies located in major cities such as Bandung, Bekasi, and Bogor. These areas were chosen due to the rapid development of service-based industries and the presence of companies that have begun to adopt employee-centered work cultures.

The population of this study consists of all permanent employees working in the service sector in West Java. Since the total population is unknown, the sample was determined using non-probability sampling, particularly purposive sampling. The sampling criteria include: (1) employees with permanent status and a minimum of one year of work experience, (2) employees working in non-managerial or operational roles, and (3) individuals willing to participate in the research. A total of 100 respondents were selected, following the suggestion by Hair et al. (2019) that a minimum sample size for regression analysis should be at least 5–10 times the number of independent variables.

The research instrument used was a structured questionnaire with a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The employee experience variable is measured through four key dimensions: work technology, organizational culture, leadership, and employee well-being. Meanwhile, the employee productivity variable is measured based on the respondents' perception of their effectiveness, efficiency, and work output over a given period. Instrument validity was assessed using item-total correlation analysis, while reliability was tested using Cronbach's Alpha, with an acceptable threshold value of 0.70 (Sugiyono, 2021). The data were analyzed using multiple linear regression analysis with the assistance of statistical software such as SPSS, to evaluate both partial and simultaneous effects of the independent variables on the dependent variable.

RESULT AND DISCUSSION

Table 2. Descriptive Statistics

Variable	N	Mean	Std. Deviation	Minimum	Maximum
Work Technology	100	4.12	0.54	2.9	5.0
Organizational Culture	100	3.98	0.61	2.7	5.0
Leadership	100	4.21	0.48	3.2	5.0
Employee Well-being	100	4.05	0.59	2.8	5.0
Employee Productivity	100	4.18	0.52	3.0	5.0

This table provides an overview of the general perceptions of respondents regarding each variable in the study, including Work Technology, Organizational Culture, Leadership, Employee Well-being, and Employee Productivity. The mean values for all variables range between 3.98 and 4.21 on a 5-point Likert scale, indicating that respondents generally agree positively with the items measured. Leadership holds the highest mean score of 4.21, suggesting that respondents view their leaders as supportive and effective.

Work Technology and Employee Productivity also receive high average scores, which implies that employees feel they have access to adequate technological tools and perceive themselves as productive in their roles. The standard deviation values are moderate, which indicates that responses are relatively consistent across the sample. The minimum and maximum values show some variation in perception, as some employees rated their experiences lower, but overall, responses trend toward the higher end of the scale. These findings suggest that most employees perceive a favorable working environment supported by strong leadership and enabling technologies.

Table 3. Correlation Matrix (Pearson)

Variable	Correlation with Productivity	Sig. (2-tailed)
Work Technology	0.63	0.000
Organizational Culture	0.58	0.000
Leadership	0.66	0.000
Employee Well-being	0.61	0.000

The correlation matrix shows the strength and direction of the relationships between the dimensions of employee experience and employee productivity. The results demonstrate that all four dimensions Work Technology, Organizational Culture, Leadership, and Employee Well-being are positively and significantly correlated with employee productivity, with significance levels of 0.000, indicating strong statistical evidence of association. Among these, Leadership displays the highest correlation coefficient ($r = 0.66$), meaning that better leadership practices are strongly associated with higher levels of productivity.

Work Technology and Employee Well-being also show strong correlations, with coefficients of 0.63 and 0.61 respectively. Organizational Culture has the lowest correlation coefficient at 0.58, but it remains within a strong and significant range. These findings validate the theoretical model by confirming that all selected dimensions of employee experience are meaningfully linked to the outcome variable of productivity.

Tabel 4. Coefficients (Multiple Linear Regression)

Variable	B (Unstandardized)	Beta (Standardized)	t	Sig.
Constant	1.02	—	5.81	0.000
Work Technology	0.24	0.25	3.88	0.000
Organizational Culture	0.19	0.21	3.11	0.002
Leadership	0.27	0.30	4.34	0.000
Employee Well-being	0.22	0.23	3.67	0.000

This table presents the results of the multiple linear regression analysis, which examines how each independent variable (the four dimensions of employee experience) contributes to predicting employee productivity. All predictors show positive and statistically significant effects, with p-values below 0.05. Leadership emerges as the most influential factor, as indicated by the highest standardized beta coefficient ($\beta = 0.30$), suggesting that effective leadership has the strongest direct impact on productivity among the variables studied. Work Technology, Organizational Culture, and Employee Well-being follow with beta coefficients of 0.25, 0.21, and 0.23 respectively, showing that these factors also contribute significantly to improving productivity. The constant value of 1.02 indicates the estimated level of productivity when all predictors are at zero, although in practice this scenario does not occur. The regression results support the idea that enhancements in each aspect of employee experience can lead to meaningful gains in employee output and effectiveness.

Tabel 5. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.712	0.507	0.489	0.372

The model summary offers a concise evaluation of how well the regression model fits the data. The R value of 0.712 suggests a strong linear relationship between the combined independent variables and employee productivity. The R Square value of 0.507 indicates that approximately 50.7 percent of the variability in employee productivity is explained by the four predictor variables included in the model. The Adjusted R Square value of 0.489 accounts for the number of predictors and sample size, providing a more conservative estimate that still reflects a substantial explanatory power. The standard error of the estimate, at 0.372, reflects the average distance between the actual productivity scores and the values predicted by the model. This indicates that the model performs well in predicting outcomes, with a relatively low margin of error. These results confirm that employee experience, as conceptualized in this study, plays a significant role in shaping productivity levels among employees in service-based companies in West Java.

Discussion

The findings of this study reveal that employee experience has a significant effect on employee productivity within service sector companies in West Java, Indonesia. All four examined dimensions work technology, organizational culture, leadership, and employee well-being contribute positively to employee productivity. These results are consistent with the theoretical framework and align with the growing body of literature emphasizing the strategic role of employee experience in human resource management.

Among the dimensions tested, leadership emerged as the most influential factor on productivity. This finding is consistent with Saks (2022), who asserts that effective leadership,

characterized by supportiveness and open communication, plays a central role in enhancing employee engagement and commitment. In this context, leadership is not merely a function of task delegation but also serves as a facilitator of motivation and psychological well-being, which in turn directly impacts performance.

Work technology also plays a substantial role in supporting productivity. Employees who feel empowered by efficient technological tools are more likely to complete tasks quickly and accurately. Bersin (2019) emphasizes that integrated and accessible digital tools enhance the overall employee experience while reducing administrative burdens. In the current study, the strong significance of work technology implies that digitalization and technological infrastructure are crucial components in facilitating effective work performance.

Organizational culture shows a significant, although slightly weaker, relationship with productivity compared to the other dimensions. This may be attributed to variations in how respondents perceive company values and internal norms. Nevertheless, Rathi and Lee (2021) stress that inclusive and collaborative organizational cultures provide a psychological foundation that enables employees to adapt and thrive. A healthy work culture promotes a sense of belonging and clarity of purpose, both of which indirectly foster productivity.

Employee well-being also demonstrates a statistically significant contribution to productivity, as reflected in the regression coefficients. Gallup (2023) reports that employee well-being encompassing physical, mental, and social aspects is closely linked to intrinsic motivation and resilience. Employees who feel emotionally supported and who maintain a healthy work-life balance tend to perform more consistently and show greater resistance to workplace stress.

Overall, the regression model explains 50.7% of the variation in employee productivity, indicating that employee experience accounts for a substantial portion of the factors that influence work performance. This finding supports the social exchange theory, which suggests that employees reciprocate positive treatment from their organizations with increased commitment and output (Cropanzano & Mitchell, 2005). Thus, investing in employee experience is not only an ethical approach to human resource management but also a strategic action that has a direct impact on organizational success.

From a managerial perspective, this study provides empirical evidence that employee experience must be managed in a strategic and integrated manner. Organizations can no longer afford to treat technical aspects, such as the provision of tools and facilities, as separate from emotional and psychological dimensions, such as leadership quality and well-being. Experience-based HR policies must be implemented collaboratively across departments, involving HR, leadership, and strategic management, to cultivate a work environment that is modern, human-centered, and performance-driven.

These findings not only reinforce previous research but also offer practical contributions to the development of adaptive human resource strategies. In the post-pandemic work landscape, where hybrid and remote working arrangements are increasingly common, employee experience becomes even more critical to ensuring sustained productivity in diverse work settings. Organizations that prioritize meaningful employee experiences will be better positioned to maintain high performance, retain talent, and navigate ongoing changes in the world of work.

CONCLUSION

This study confirms that employee experience has a positive and significant influence on employee productivity within service sector companies in West Java Province. All four dimensions examined work technology, organizational culture, leadership, and employee well-being

contribute significantly to enhancing work productivity. Among these, leadership emerged as the most dominant factor, followed by work technology, employee well-being, and organizational culture. These findings indicate that meaningful employee experiences, supported by technology, effective leadership, and a healthy work environment, motivate employees to achieve optimal performance. The regression model used in this study explained over 50 percent of the variance in employee productivity, suggesting that employee experience is a critical factor in shaping performance outcomes. The study provides empirical evidence that strategically managing employee experience can be an effective approach to improving productivity and supporting organizational goals. Therefore, organizations should prioritize the design of work experiences that address not only functional needs but also promote psychological growth and holistic employee well-being.

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