



The Effect Of Work Experience On Worker Performance: Workload And Self-Efficacy As Moderating Roles

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How to Cite:

Robbani, I., Maulana, W. (2025). The Effect Of Work Experience On Worker Performance: Workload And Self-Efficacy As Moderating Roles, 13(4). DOI: <https://doi.org/10.37676/ekombis.v13i4>

ARTICLE HISTORY

Received [03 September 2025]

Revised [08 October 2025]

Accepted [27 October 2025]

KEYWORDS

Work Experience, Workload, Self-Efficacy, Worker Performance.

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ABSTRACT

A thorough examination of the research findings revealed that work experience has a positive and considerable impact on worker performance. In addition, workload can reduce the level of influence of work experience on worker performance whereas the association between work experience and worker performance can be strengthened by self-efficacy. The results obtained from this study directly answer the main objectives of the study, namely to explore the extent to which work experience affects worker performance, as well as to evaluate how workload and self-efficacy moderate this influence, making it stronger or weaker. This study focused on the entire furniture industries spread across Karduluk Village and was designated as the object of analysis to obtain a comprehensive empirical picture. The research sample consisted of 279 respondents from a total population of 920 individuals working within the village and was determined using the Slovin formula, with the sampling technique, namely stratified random sampling. The research approach was quantitative, utilizing the SmartPLS 4.0 application as the main tool for testing using the SEM-PLS method. The head of each hamlet sent the research participants a digital questionnaire with fifteen statements as part of the data collection process.

INTRODUCTION

In the context of rapid globalization, the industrial sector has a strategic position as the main driver of national economic progress. This is especially true for the manufacturing industry, which provides high added value to the country's productivity and economic growth. This is supported by data from the Central Statistics Agency (2025) which shows the latest developments related to the Indonesian economy in 2025 which increased by 5.12% compared to 2024, with the industrial sector making a significant contribution and ranking second highest among other economic sectors with an achievement of 5.68%. The industrial sector's contribution to the massive availability of jobs also has a positive impact on reducing unemployment and poverty and enhancing the community's standard of living. Thus, the industrial sector is the main foundation for inclusive and sustainable economic growth, as well as a guarantee of job availability.

Sumenep Regency is one of the regions with many industries, ranging from oil and gas, marine product processing, tobacco products, handicrafts, and salt. One of the sectors contributing to industrial development in Sumenep Regency is located in Karduluk Village, which is a manufacturing industry center in the form of furniture. Furniture products, both carvings and furnishings, are icons of Karduluk Village. The scale of furniture product exports in Karduluk Village has also penetrated the international market. From information obtained from several wood craft activists, export demand comes from countries such as Brunei Darussalam and Malaysia. The furniture industry is also a major source of income for the people of Karduluk Village. Therefore, it is very important to ensure that this sector continues to experience positive development and plays a greater role in creating job opportunities for villagers. One of the key roles in the sustainability of an industry is the performance of its human resources. This is based on the fact that the development and progress of an industry can be achieved through the maximum performance of each worker in it. High performance from each worker enables the achievement of quality work results and the output is that the industry gains public trust so that it can continue to grow and provide employment for many people.

Furniture in Karduluk village is also dependent on the performance of its workforce. The production section, which includes the crafting of various types of woodwork; the aesthetics section, which includes the crafting of ornaments and carvings; and the finishing section, which includes painting and varnishing, demonstrate the complexity of work in the furniture industry. The complexity of work in the furniture industry requires proper management in order to meet the specified targets. The efficient and organized operations in the furniture production stage are highly dependent on the development and improvement of worker performance. In the furniture industry in the Karduluk area, observations and interviews with informants reveal problems related to worker performance. This is because most workers have adequate work experience and the potentially to improve their performance, but the reality in the field shows that this experience has not been fully able to drive the achievement of expected performance targets. A detailed description of these conditions is presented in the following table.

Table 1. Industry Owners' Perceptions of Worker Performance

Perception Category	Number (People)	Percentage (%)
(Performance as expected) - Work completed efficiently - Clear progress in performance improvement - Satisfactory work results	45	27%
(Performance not as expected) - Slow completion of work - Performance is not improving/stagnant - Receives many complaints	121	73%
Total	166	100%

Source: Primary Researcher Data, 2025

There are varying conclusions about how work experience affects performance based on the scientific findings of earlier academics. Citing previous research, work experience was found to have a positive and significant effect on worker performance (Nurmege, 2022) ; (Ilim et al., 2024). However, a number of studies show that work experience does not contribute significantly to the quality of workers' performance in carrying out their duties (Hartono & Hartati, 2024) ; (Angelica & Purbasari, 2022). Considering the existing problems and the differences in previous research results, this study aims to investigate whether work experience affects furniture workers' performance in the Karduluk region.

Based on the data in Table 1, most industry owners (73%) assessed that worker performance was not in line with expectations. This was indicated by slow completion of work, suboptimal progress in performance improvement, and frequent complaints about work results. This condition shows that the performance of workers in the furniture industry in Karduluk Village has not been maximized, so it is necessary to study the factors that may influence it. Reality in the field show that many workers do not have clear job descriptions, which caused a sudden increase in workload and workers also encounter several jobs with high level of difficult, which can disrupt the stability of self-efficacy. This condition is suspected to make it difficult for workers to apply their work experience optimally. Previous studies have also found a gap related to workload and self-efficacy, which have never been studied as moderators of the influence of work experience on worker performance. Therefore, this study is also directed to explore whether workload and self-efficacy can act as factors that increase or decrease the correlation between work experience and worker performance. Understanding the direct effects of work experience and the indirect effects of workload and self-efficacy on worker performance is the primary goal of this study. The urgency of this study is to ensure the sustainability and development of the furniture industry in Karduluk village, so that it can continue to support the Karduluk village community.

LITERATURE REVIEW

Worker Performance

In this study, the term "employee" was adapted to "worker" to suit the context of the research object, which includes workers in the furniture industry. Adaptations and modifications to variables, instruments, or terms from previous studies were made while maintaining the same meaning of the construct. This adjustment of terms is in line with the views of (Creswell, 2014), which emphasizes the importance of consistency and clarity of concepts in defining research variables so that the terms used represent the actual conditions of the research object. Conceptually, worker performance reflects individual work output that is assessed based on the quality and volume of work results while carrying out the tasks and responsibilities assigned to them (Kurniawati & Setiadi, 2022). According to Suryani et al., (2022), worker performance results are a reflection of how effectively someone carries out all the obligations and tasks entrusted to them until the work is completed properly. According to Mangkunegara (2017), when considered from the perspective of both the amount and quality of work done in compliance with the mandate received, worker performance is an individual's work achievement that ultimately indicates the level of performance within a specific time frame to fulfill the established targets. Therefore, worker performance can be understood as the outcome of an individual's efforts within a specific time frame to accomplish a predetermined objective. Worker performance is a key factor in evaluating whether a business is successful in reaching its strategic goals, because through optimal performance, productivity can be increased and creative ideas can be developed (Rahayu et al., 2024). Ability or expertise, professional ethics, adequate experience in carrying out tasks, duties or responsibilities, and adherence to time are indicators of worker performance according to Busro (2020).

Work Experience

A person's length of time and level of engagement in professional activities that enable them to become talented and proficient in a variety of job-related areas is reflected as work experience (Kurniawan & Susanto, 2021). According to Iskandar (2020), work experience reflects a deep understanding of intellectual aspects and practical abilities that are developed throughout time by an individual's involvement in professional activities. Work experience can be interpreted as the result of a learning process and real experiences that hone a person's abilities in a particular field of work. Based on the opinion of Ilham (2022), A workload indicator

can include several aspects such as the length of work time, the level of skills possessed, and the ability to use equipment and complete tasks. A relationship between work experience and worker performance will be a very important factor to affect the effectiveness and competitiveness in the organization to achieve the intended goals (Cascio, 2018). Based on the Human Capital Theory, which highlights the importance of intellectual ability, professional expertise, and specific abilities relevant to the job as a form of human capital investment that can strengthen productivity and drive individual performance improvement (Becker, 1964). In this study, work experience can be considered as part of human capital investment. According to Syaiful et al., (2024) explained that in the industrial sector, human capital will play a major role in increasing labor efficiency and can help a company in achieving sustainable profits. According to Basyit et al., (2020) work experience has a major and favorable impact on worker performance. Similar results show that work experience significantly and favorably affects worker performance (Alias & Serang, 2018). This is in contrast to research showing that work experience has no beneficial impact on worker performance (Sumariyani et al., 2024).

H1: Work Experience Can Affects Worker Performance

Workload

Workload, according to Jufri & Mellanie (2019), is a collection of functional activities and tasks that a specific department within an organization must finish within a time frame established by the work system. According to Mahawati et al., (2021), a workload is a collection of tasks that can require physical and mental abilities that must be completed by the worker himself with the demands of his job. In simple terms, a workload is defined as the total amount of work that can be the responsibility of a person. The workload itself can be influenced by two main aspects, external factors derived from the work environment and internal factors that can reflect the physical and psychological response of each individual to work pressure. According to Koesmowidjojo (2017) things such as working conditions, time utilization, and targets to be achieved are indicators of workload. Workload can also be positioned as an organizational factor in the form of tasks assigned to each individual, and plays an important role in determining an worker's performance (Budiasa, 2021). The framework of the Job Demands-Resources theory, developed by Bakker & Demerouti (2007), explains how a workload can affect a relationship between work experience and performance. This highlights that the job demands and job resources in the work environment can drain the mental and physical energy of workers, which will have an impact on a decrease in productivity. In the context of this study, workload will be considered as part of the job demands that can strengthen or even weaken the influence of work experience on worker performance.

H2: Workload Can Moderate The Influence Of Work Experience On Worker Performance

Self-Efficacy

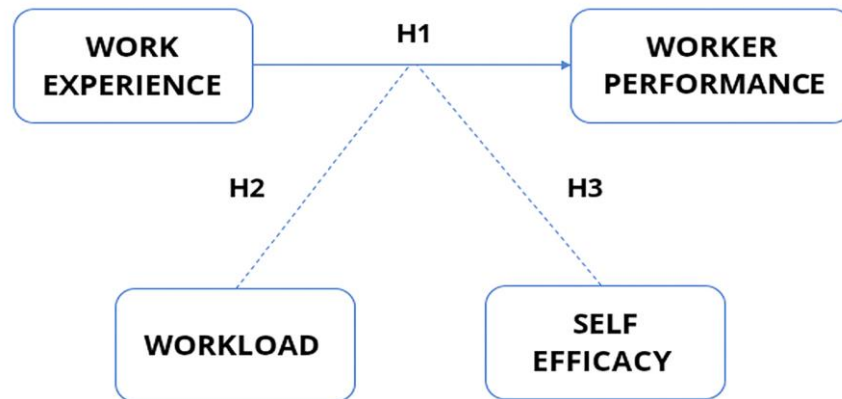
According to Afifah & Kusuma (2021), self-efficacy is a person's confidence in his ability to manage, solve problems, and complete tasks to achieve the desired goals. Confidence and stability in assessing the results of an action and achieving the expected results are the definition of self-efficacy (Jendra & Sugiyo, 2020). Self-efficacy is defined as an individual's belief that he or she has the skills needed to achieve a set goal. This study refers to the indicators of self-efficacy according to Lunenburg (2011) which include experiences of success, the experiences of others, verbal persuasion, and physiological conditions. Based on social cognitive theory, human behavior is the result of a very complex reciprocal relationship between personal factors, actions, and the environment in which the individual is located (Bandura, 1986). Self-efficacy is seen as the most significant personal aspect in determining performance quality, because it shows how confident a person is in their capacity to finish a task (Bandura, 1997). In addition to being a direct predictor of performance, self-efficacy can also act as a moderator between work experience and performance. Self-efficacy is regarded in this study paradigm as a personal

factor that can either enhance or diminish the impact of work experience on an individual's degree of performance achievement.

H3: Self-Efficacy Can Moderate The Influence Of Work Experience On Worker Performance.

In order for the relationship of variables in this study to be easily understood, three hypotheses prepared based on a review of the literature, the results of previous research, and a theory that can be relevant, can be explained through this conceptual framework:

Figure 1. Conceptual Framework



METHOD

The entire furniture industry in Karduluk Village, Pragaan District, Sumenep Regency was the object of this research, with furniture workers as the subjects. This study uses a quantitative approach with the SEM-PLS analysis method combined with SmartPLS 4.0 software as the analysis tool. The research population includes permanent and active workers, and is directly involved in the development of the furniture industry in the village which amounted to 920 furniture workers, while the research sample amounted to 279 respondents spread across furniture in Karduluk village and was determined by the Slovin formula at a 5% error rate. The Slovin formula was used in this study to determine the ideal sample size to represent the entire population. According to Sugiyono (2017), A formula used to determine a sample that is considered representative of the population is the Slovin formula. The sampling technique used in this study was random sampling, which was intended to ensure that every worker had the same opportunity to be selected and act as a sample representing the entire population. This study aims to analyze the performance of workers who are influenced by a work experience, with workload and self-efficacy as the moderation variables.

In the data collection process, researcher used a questionnaire based on Google Forms, distributed through the head of the hamlet in each area. The data that has been collected is then measured using a Likert scale with five levels, namely: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). To ensure the relevance of the instrument, the selection of questions in the questionnaire was determined through formulation based on appropriate theoretical foundations accompanied by observation and direct interaction with furniture workers in Karduluk Village. Primary data from surveys, observations, and interviews were employed in this study, along with secondary data from periodic reports, village administrative papers, and corroborating sources.

RESULTS

Outer Model Test Results

Convergent Validity Test

By looking at the outer loading value and the AVE value, this test is used to assess the extent to which the indicator can represent latent variables. The outer loading value is considered to meet the criteria when it has a value of > 0.70 , then the indicator can be considered to meet the criteria of convergent validity (Hair et al., 2022). The results of the outer loading value of this study are shown in table 2 which shows that all indicators in the research variables have met the convergent validity criteria that have been determined, namely having a value of > 0.70 on the outer loading value.

Table 2. Outer Loading

	Work Experience	Worker Performance	Workload	Self-Efficacy
WE1	0.896			
WE2	0.931			
WE3	0.773			
WP1		0.710		
WP2		0.792		
WP3		0.812		
WP4		0.822		
WP5		0.827		
WL1			0.812	
WL2			0.872	
WL3			0.841	
SE1				0.736
SE2				0.742
SE3				0.756
SE4				0.811

Source: Processed Data, 2025

To analyze AVE values, convergent validity is considered to meet the criteria if the average value of the extracted variance has a value of > 0.50 (Hair et al., 2022). Based on the test results in table 3, it is shown that all AVE values in this study have a value of > 0.50 , indicating that the convergent validity criteria have been met.

Table 3. AVE

	AVE
Work Experience	0.756
Worker Performance	0.630
Workload	0.709
Self-Efficacy	0.581

Source: Processed Data, 2025

Discriminant Validity Test

This test was carried out to assess the extent to which each construct in the model is completely different from each other and does not correlate with each other. By analyzing the test results using the HTMT and Fornell Larcker methods, the validity of the discriminant can be ascertained. In the HTMT method, the discriminant validity is stated to meet the criteria when

the value on the HTMT < 0.90 (Hair et al., 2022). Based on the test results using the HTMT method shown in table 4, it indicates that all values are at < 0.90 so that the discriminant validity of each variable can be declared fulfilled.

Table 4. HTMT

	X	Y	Z1	Z2
Work Experience				
Worker Performance	0.646			
Workload	0.479	0.365		
Self-Efficacy	0.476	0.662	0.432	

Source: Processed Data, 2025

Discriminatory validity testing is carried out using the Fornell Larcker method, where the condition is that the value of each variable in the Fornell Larcker result must be higher than the value of other variables in the same column (Hair et al., 2022). Based on the test results shown in table 5, it shows that each variable has met the criteria of discriminant validity because each variable has a greater value compared to other values in the same column.

Table 5. Fornell Larcker Criterion

	X	Y	Z1	Z2
Work Experience	0.870			
Worker Performance	0.559	0.794		
Workload	0.376	0.327	0.842	
Self-Efficacy	0.409	0.562	0.385	0.762

Source: Processed Data, 2025

Reliability Test

This test has the purpose of assessing the accuracy and consistency of the measuring instrument in measuring a construct. If the composite reliability value and Cronbach's alpha have a value of > 0.70, then it can be said that the measurement tool is considered reliable (Hair et al., 2022). Based on table 6, the results show that the instrument used in the research model is reliable because the two values in each variable have a value of > 0.70.

Table 6. Construct Reliability

	Cronbach's Alpha	Composite Reliability
Work Experience	0.837	0.902
Worker Performance	0.853	0.895
Workload	0.804	0.880
Self-Efficacy	0.762	0.847

Source: Processed Data, 2025

Inner Model Test Results

Coefficient of Determination R²

The R² determination coefficient is used to see how much influence independent variables exert on dependent variables. A value of 0.75 indicates a strong influence, a value of 0.50 indicates a moderate effect, and a value of 0.25 indicates a weak influence (Hair et al., 2022). According to the findings in Table 7, a R Square value of 0.456 was found, meaning that the independent variables can account for 45.6% of worker performance, with the remaining 54.4% being influenced by factors not included in this research model. As a result, the model as a whole can be categorized as weak.

Table 7. R Square

	R Square	Adjusted R Square
Worker Performance	0.466	0.456

Source: Processed Data, 2025

GoF Calculation (Goodness of Fit)

The analytical model's capacity to accurately reflect the overall suitability between the structural model (outer model) and the measurement model (inner model) is assessed using the GoF, or Goodness of Fit, test. According to Hair et al., (2022), the following is the GoF assessment classification: A large category is indicated by a value of 0.36, a medium category by a value of 0.25, and a small category by a value of 0.10. From the calculation results, a GoF value of 0.552 was obtained, exceeding the number 0.36. This model is proven to be in the large GoF category, which means that the model can empirically describe the suitability of the data with a very high level of accuracy.

$$\text{Comm: } \frac{0.756 + 0.630 + 0.709 + 0.581}{4} = 0.669$$

$$R^2 : 0.669 \times 0.456 = 0.305$$

$$\text{GoF: } \sqrt{0.305} = 0.552$$

Hypothesis Test

The influence of each variable under study is ascertained using the bootstrapping testing feature. According to Hair et al., (2022), there is an effect if the T statistic value is greater than 1.65, and it is considered significant if the P value is less than 0.05. The calculation output shows that work experience positively affects worker performance, The first hypothesis is supported by a substantial association, as demonstrated by a path coefficient of 0.373, a T statistic value of 6.816 > 1.65, and a P-value of 0.000 < 0.05.

The determination of the role of moderation can be seen from the P value of less than 0.05 which is considered to indicate the existence of a moderation effect. If the path coefficient value is negative, considered to weaken; if the path coefficient value is positive, considered to strengthen. Workload acts as a moderating variable in the relationship between work experience and worker performance, as indicated by the path coefficient value of -0.131 (weakening) with a P value of 0.005 < 0.05, which supports the second hypothesis based on the results shown in Table 8. Furthermore, given the path coefficient value is 0.108 (strengthening) and the P value is 0.028 < 0.05, demonstrating the importance of self-efficacy in moderating this relationship, the third hypothesis is also accepted.

Table 8. Path Coefficients

	Original Sample	T Statistics	P Value
Work Experience > Worker Performance	0.373	6.816	0.000
Workload* Work Experience > Worker Performance	-0.131	2.779	0.005
Self-Efficacy* Work Experience > Worker Performance	0.108	2.193	0.028

Source: Processed Data, 2025

DISCUSSION

The Effect of Work Experience on Worker Performance

The results of the study show support for the first hypothesis, meaning that work experience has a positive and significant influence on worker performance. Proven by test results yielded a path coefficient value of 0.373 and a P value of 0.000, which is below the significance level of 0.05. This indicates that an increase in one work experience score can increase one worker performance score. All three indicators of work experience, namely 1) length of service, 2) level of knowledge and skills, and 3) mastery of work and equipment, were proven to contribute to improved performance. These findings indicate that the longer an individual's length of service, the more their ability and competence in understanding the job and operating equipment, then more consistently increasing their performance. This aligns with Human Capital Theory (Becker, 1964), which states that performance improvement can be achieved, among other things, through investment in human capital, in this instance in the form of expertise and abilities acquired via work experience. Additionally, this result supports other studies showing that work experience has a beneficial and significant impact on worker performance (Basyit et al., 2020) ; (Alias & Serang, 2018).

However, the influence of work experience on performance is relatively weak. An R square value of 0.456 indicates that work experience contributes 45.6% to the variation in worker performance, while the rest are influenced by additional factors outside the scope of this study. These results indicate that work experience does play an important role in improving performance, but it is not the only factor that determines a person's success at work. Based on field observations, several furniture workers in Karduluk village were quite experienced and showed improved performance, but the majority of them were given jobs they had never done before. Improper division of tasks can make it difficult for workers to take advantage of the Work Experience and can hinder them from achieving good performance. This indicates that in addition to work experience, there is another important role that can determine the effectiveness of worker performance, namely suitability in the division of tasks.

The Role Of Workload Moderation On The Influence Of Work Experience On Worker Performance

Because workload has a role as a moderation variable between the work experience and worker performance variables which is shown with a probability value of $0.005 < 0.05$ and a value in the original sample of -0.131. This shows that the results of the analysis statistically show that the second hypothesis is supported. The three aspects of workload include work conditions, work time usage, and targets to be achieved, have a role as moderation variables in the relationship between work experience and worker performance. The positive influence of work experience on worker performance comes from the length of the working period and the knowledge gained during work, becomes reduced when faced with unstable working conditions, inefficient use of time, and too high work targets. The results of this study show that too high a workload can have an impact on workers who cannot optimize their performance with the experience they already have. The results of this study are in line with the theory of demands and worker resources (Bakker & Demerouti, 2007), where in the theory it is revealed that high work demands such as an unnatural workload can have an impact on reducing performance effectiveness because it can cause stress and fatigue in workers.

Therefore, the results of this study can strengthen the view that workload has a role in weakening the relationship between work experience and worker performance. Field evidence can reinforce the research results, as evidenced by the uncertainty of work distribution, which allows a worker to do three or more different jobs as needed. It is the frequency of excessive workloads that causes physical and mental fatigue and ultimately reduces the quality of performance of furniture workers in Karduluk Village. This is enough to demonstrate that even

when workers have enough work experience, an overwhelming workload can lead to stress and exhaustion, which in turn can result in less than ideal performance.

The Role Of Self-Efficacy Moderation On The Influence Of Work Experience On Worker Performance

Based on the results of statistical analysis, the third hypothesis can be accepted because it shows a significant influence between work experience and performance reinforced by the factor of self-efficacy, as evidenced by a P value of 0.028 below 0.05 and an original sample value of 0.108. The four dimensions of self-efficacy, namely 1) experience of success, 2) experience of others, 3) verbal persuasion, and 4) physiological state, show the ability to moderate work experience on performance. These results indicate that the success achieved by oneself and others, as well as encouragement from other individuals and good physiological conditions, give rise to positive affirmation and motivation within workers to achieve a goal by maximizing their believed abilities.

This shows that sufficient self-efficacy makes workers have no doubts in carrying out their duties and responsibilities so that they are completed effectively and efficiently. In line with the research by Sanjaya et al., (2025), this asserts that workers with high levels of self-efficacy in their profession will likewise produce the best results. Based on Social Cognitive Theory by (Bandura, 1986), individuals with high self-efficacy tend to exhibit high levels of effort, perseverance, and motivation when performing their job tasks. This finding can be clarified by field conditions that show that although many jobs have a difficult completion rate, furniture workers in Karduluk village can still control the stability of their self-efficacy, as evidenced by the completion of tasks and responsibilities can still be achieved optimally by utilizing the skills they have mastered. Workers' confidence in the abilities they have acquired, both from previous work experience and current experience is an important factor that drives effective job completion. This shows that no matter how difficult the job is given, if the work experience is driven by adequate self-efficacy, then individu can achieve maximum results and strengthen the progress of improving their performance.

The findings on the second and third hypotheses are exploratory in nature, seeking to uncover and examine phenomena with little scientific attention. This is because the variables of workload and self-efficacy as moderating roles are still infrequently employed in the relationship between work experience and performance, and there are no prior research that are pertinent enough to compare and assess the second and third hypotheses.

CONCLUSION

Two main facets of this study are the impact of work experience on performance and the part workload and self-efficacy play in determining how strongly work experience and worker performance are related. According to the findings of statistical testing, work experience seems to have a significant positive effect on performance, because the level of knowledge and competence acquired from prior work experience makes it simpler for workers to meet their goals, and consistently raises performance of each individual. Furthermore, in the results of the moderation test, it was found that workload has a moderating role in weakening the influence of work experience on performance.

This situation is caused by uncertainty in job descriptions, where workers often receiving additional tasks suddenly. This condition overwhelms workers in completing assigned tasks, which ultimately reduces their productivity and performance. Furthermore, it was found that self-efficacy plays an important role in strengthening the impact of work experience on performance, because the combination of self-efficacy and practical skills from the experience possessed by workers makes the task completion process more effective followed by a

performance that experiences development. Based on these results, the practical implications suggested for furniture owners in Karduluk village include:

1. Task distribution should be adjusted to the experience, knowledge capacity, and individual expertise so that the performance potential of each worker can develop optimally within their scope of responsibility.
2. Assign proportional and definite workloads, meaning that workers carry out their duties and responsibilities in accordance with the initial division of labor. This is intended to prevent unexpected tasks which causes overwhelming, thereby enabling workers to reach their full performance potential.
3. Training and competency improvement programs need to be conducted continuously so that workers' work experience and self-efficacy can increase and have an impact on the accuracy and completeness of task implementation with satisfactory work results.

LIMITATIONS

The limitation in this study is in the variables embedded to influence the dependent variable, as seen by a 45.6% R square score, indicating that additional variables can explain 54.4% of worker performance. In addition, this study only involved workers who work in the village, so it does not fully explain the overall furniture industry workers in Karduluk village. Given these limitations, further research is expected to expand the scope of analysis by comparing the variables that have been studied but have not produced consistent conclusions, as well as adding new variables relevant to improving workforce performance. Involving furniture workers whose work area is outside the village is also recommended to obtain findings related to the overall performance of furniture workers in Karduluk village. Considering the lack of research examining the role of moderation, further research is also recommended to explore and develop new factors that have the potential to strengthen the influence of work experience on worker performance.

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