



### THE EFFECT OF HUMAN RESOURCE DEVELOPMENT, WORK EXPERIENCE, AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT CAMPINA ICE CREAM INDUSTRY TBK

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#### Abstract

This study aims to analyze the influence of human resource development, work experience, and work motivation on employee performance at PT Campina Ice Cream Industry Tbk. Using quantitative methods with multiple linear regression analysis techniques, this study involved 145 respondents selected through random sampling techniques. The results of the study indicate that partially, human resource development has a positive and significant influence on employee performance with a regression coefficient of 0.305, where training programs are proven to increase employee productivity and adaptation. Work experience also has a significant effect with a regression coefficient of 0.232, indicating that longer experience supports work efficiency and understanding. Work motivation is the dominant variable with a regression coefficient of 0.425, which confirms the importance of financial incentives and non-financial rewards in improving employee performance. Simultaneously, these three variables explain 83.4% of the variation in employee performance, as indicated by the F value of 235.758. These findings confirm that human resource development, work experience, and work motivation are important elements in creating optimal performance, so companies need to focus on strategic management of these three factors to increase competitiveness.

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### INTRODUCTION

PT Campina Ice Cream Industry Tbk is one of the leading companies in Indonesia engaged in the food and beverage industry, especially in ice cream production. Established since 1990, PT Campina Ice Cream Industry Tbk has built a strong reputation in providing high-quality and innovative products to consumers throughout Indonesia. The company has a vision to become a market leader in the ice cream industry, with a primary focus on product innovation, quality excellence, and excellent customer service. With a strong commitment to high quality standards and food safety, PT Campina Ice Cream Industry Tbk continues to strive to meet consumer needs and expectations for delicious, fresh, and quality products.

Employee development is the process by which individuals gain skills and experience to support success in their current job and future assignments. The term is more often associated with managerial-level roles.[1]. The success of human resource training and development is influenced by various factors such as support from top management, commitment from specialists and generalists, technological developments, the level of organizational complexity, and the learning styles applied. After the development is carried out, evaluation steps are needed to ensure that the desired results are achieved. [2]. The success of human resource training and development is influenced by various factors such as support from top management, commitment from specialists and generalists, technological developments, the level of organizational complexity, and the learning styles applied. After the development is carried out, an evaluation step is needed to ensure that the desired results are achieved.[3]. Employee development programs run by companies or organizations not only provide benefits to consumers and employees themselves, but also have a positive impact on the company and the community that uses their products or services. [4]. Therefore, human resource development becomes a crucial element for organizations in facing current task demands and future challenges. With a systematic approach, this development is expected to be able to increase work efficiency and effectiveness to achieve organizational targets and prepare employees to carry out their roles and responsibilities in the future optimally.[5].

Work experience is one of the most important aspects in the sustainability of a company. Employees with adequate work experience tend to adapt more quickly to existing tasks. Work experience is a major asset for individuals to enter a particular field [6]. The dimensions used to assess a person's level of experience include the length of service, skills possessed, and level of mastery of the work performed.[7]. Experience plays a role in developing individual potential. The higher the level of experience and work motivation an employee has, the better the performance produced. Conversely, if the employee's experience and work motivation are low, this can have a negative impact on their performance.[8].

Motivation is a drive that motivates someone to take certain actions with the aim of obtaining the expected satisfaction [9]. Motivation is a work drive that arises from within the employee as a result of the integration of personal needs, the influence of the



physical environment, and the social environment, where the strength of this motivation depends on the integration process [10]. Motivation involves individuals who have various basic needs, such as physiological needs, safety, social relationships, self-esteem, and self-actualization.[11]. Employee work motivation is an important aspect that needs to be understood by organizational leaders, because it directly affects their performance. Therefore, leaders must pay attention to maintaining and improving employee motivation through various effective means. Employees who have high work motivation will show an increase in their performance[12]. Thus, to achieve optimal performance in accordance with the targets that have been set, the company needs to provide encouragement that can motivate employees so that they are willing to devote their energy and thoughts fully for the success of the work.[13].

PT Campina Ice Cream Industry Tbk faces challenges in ensuring optimal employee performance amidst tight industry competition. Human resource development, work experience, and work motivation are important factors that mutually influence performance, but their management is not yet fully effective. Human resource development has not consistently improved employee competency, work experience has not been well integrated to drive productivity, and employee work motivation is often affected by workload dynamics. This study aims to analyze the influence of these three variables on employee performance in order to provide relevant strategic recommendations for the company.

The results of observations that have been carried out, study about human resource development have a positive influence to employee performance [14]. Based on other research, the results show that human resource development does not have a significant influence on employee performance[15]. It can be concluded that the two studies show that there is an inconsistency between human resource development and employee performance. Results of observations that have been carried out, research on work experience has a positive and significant influence on employee performance[16]. Based on other research, the results show that work experience does not have a significant influence on employee performance[17]. It can be concluded that the two studies show that there is an inconsistency between work experience and employee performance. Results of observations that have been carried out, research on work motivation has a positive and significant influence on employee performance [18]. Based on other research, the results show that work motivation does not have a significant influence on employee performance [19]. Based on the results of both studies, it can be concluded that there is an inconsistency in the relationship between work experience and employee performance. Previous observations indicate a gap or gap in the results of previous studies related to human resource development, work experience, and work motivation on employee performance. Therefore, researchers feel the need to conduct further research to determine whether these variables really have an influence or not. Researchers identified an evidence gap in the results of previous studies, which prompted a review to clarify the inconsistency of the findings.



### **Human Resource Development**

Human Resource Development (HRD) is a process by which employees acquire the skills and experience needed to perform their current jobs and future tasks. The term development is more often used in the context of managerial-level work [20]. HRD includes broader efforts to improve knowledge, abilities, attitudes, and personality characteristics in order to prepare employees to assume future job responsibilities [21]. This activity is mandatory for organizations so that employee knowledge, abilities, and skills are in accordance with job demands. Through this development, employees are expected to be able to improve and overcome deficiencies in carrying out tasks more effectively, in line with developments in science and technology implemented by the organization [22].

### **Work experience**

Work experience is one of the most important aspects in the sustainability of a company. Employees with adequate work experience tend to adapt more quickly to existing tasks. Work experience is a major asset for individuals to enter a particular field [6]. Work experience refers to the extent to which an employee has mastered the skills and knowledge in working, which can be measured based on the length of service and the type of work performed [24]. Placing employees according to their experience can improve performance. Employees with a high level of experience tend to be more capable of creating cooperation in the learning process, which can ultimately affect their performance positively.[25].

Work motivation is a drive or driving force within an individual that gives rise to, directs, and organizes behavior. Thus, motivation can be interpreted as a condition that drives someone to carry out an action or activity consciously, with the aim of improving performance. Good motivation will make employees more enthusiastic and enthusiastic in working, so that the higher the motivation, the greater the work productivity that can be achieved.[27].

Providing encouragement as a form of motivation is very important to increase employee morale so that the work results expected by management can be achieved. The relationship between motivation, morale, and optimal results is linear, where good motivation will increase employee morale, which ultimately results in optimal performance according to established standards [26]. Motivation is related to the efforts and internal drives made by a person to achieve certain goals. Employees who have high motivation in working will tend to produce better performance [28]

### **Employee performance**

Employee performance is the work results, both in terms of quality and quantity, produced by employees in carrying out their duties in accordance with the responsibilities given [30]. Performance can also be interpreted as the level of achievement of the implementation of programs or policies designed to achieve the goals, vision, and mission of the organization as formulated in strategic planning [31]. Employee performance is behavior that can be observed and assessed when carrying out tasks, where this



performance reflects the individual's contribution to achieving organizational goals [32].

### **RESEARCH METHODS**

#### **Types of research**

This study uses a quantitative approach with an emphasis on four variables, namely human resource development (X1), work experience (X2), and work motivation (X3) as independent variables, while the dependent variable studied is employee performance (Y).

This study uses explanatory research which is a research method that aims to clarify the location of the variables studied and the influence of one variable on another variable. The reason researchers choose the explanatory method is to explain the relationship between two or more symptoms or variables, and to describe the causes of an event [35].

#### **Population and Sample**

This study involved  $\pm 500$  employees as a population to analyze the influence of research variables on employee performance at PT Campina Ice Cream Industry Tbk. This population has diverse characteristics based on position, age, and length of service, thus providing a comprehensive picture of the company's condition. The research sample was determined using the Non-Probability Sampling method, a technique that does not provide equal opportunities for all members of the population to be selected.

The number of samples was determined using the Slovin formula with a margin of error of 7% or 0.07. Based on this calculation, the number of samples obtained was 145 respondents. This number of samples is considered representative enough to provide valid results regarding the influence of human resource development, work experience, and work motivation on employee performance at PT Campina Ice Cream Industry Tbk

#### **Analysis Techniques**

This study uses data analysis techniques processed using SPSS software. SPSS is software that is often used for statistical analysis accurately and efficiently, producing various types of output according to the purpose of data processing. Statistics itself involves the process of collecting data, presenting data in a concise form, analyzing data using certain methods, to interpreting the results of the analysis. This statistical science is applied in various fields such as economics, journalism, psychology, and others. In the analysis process, SPSS is often used to support various research such as market research, quality control, and other scientific research.[37].

1. Data Quality Testing

- a. Validity Test

Validity tests are carried out to measure the extent to which the data collected on research objects corresponds to the data that actually occurs in the field [38].

- b. Reliability Test



Reliability refers to the level of reliability of the research instrument used as a data collection tool. The instrument must be able to provide consistent and accurate information according to actual conditions in the field [39].

### 2. Classical Assumption Testing

#### a. Normality Test

The normality test aims to assess whether the resulting regression model has a normal data distribution or not [40].

#### b. Multicollinearity Test

This test is conducted to determine whether there is a correlation between independent variables in the regression model. A good model should not show any correlation between its independent variables [41].

#### c. Heteroscedasticity Test

The heteroscedasticity test aims to identify whether there is a difference in residual variance between one observation and another in the regression model. If the residual variance remains constant, this condition is called homoscedasticity. Conversely, if it varies, it is called heteroscedasticity [42].

### 3. Hypothesis Testing

#### a. t-test

The t-test is used to evaluate the influence of each independent variable (X1 and X2) on the dependent variable (Y) individually by testing the partial regression coefficient [43].

#### b. F Test

The F test aims to determine whether all independent variables entered into the model simultaneously influence the dependent variable [44].

### 1. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to relate more than one independent variable to the dependent variable. This analysis also helps determine the direction of the relationship between variables, whether it is positive or negative [45].

## RESULTS AND DISCUSSION

### Descriptive Analysis Results

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Pengembangan SDM (X1)	145	11	25	20.37	3.208
Pengalaman Kerja (X2)	145	11	24	20.77	2.920
Motivasi Kerja (X3)	145	10	25	20.30	3.223
Kinerja Karyawan (Y)	145	10	25	20.32	3.162
Valid N (listwise)	145				



Based on the results of descriptive statistics, the HR Development variable (X1) has a minimum value of 11, a maximum value of 25, an average (mean) of 20.37, and a standard deviation of 3.208, which shows that the distribution of values is quite varied with an average approaching the maximum value. The Work Experience variable (X2) has a minimum value of 11, a maximum of 24, an average of 20.77, and a standard deviation of 2.920, which reflects that the level of work experience of respondents is quite high with a distribution that is not too spread out. Meanwhile, Work Motivation (X3) has a minimum value of 10, a maximum of 25, an average of 20.30, and a standard deviation of 3.223, indicating a fairly good average work motivation with slightly greater variation compared to Work Experience. For the Employee Performance variable (Y), the minimum value is 10, the maximum is 25, the average is 20.32, and the standard deviation is 3.162, which indicates that employee performance has a good average level with moderate variation among respondents. This analysis was conducted with a sample size of 145 respondents, and the data is valid listwise.

### Data Quality Test Analysis Results

#### 1. Validity Test

**Table1. Validity Test**

Statement Items	R Table Value	R Value Calculation	Information
X1_1	0.163	0.815	VALID
X1_2	0.163	0.786	VALID
X1_3	0.163	0.799	VALID
X1_4	0.163	0.861	VALID
X1_5	0.163	0.817	VALID
X2_1	0.163	0.801	VALID
X2_2	0.163	0.801	VALID
X2_3	0.163	0.767	VALID
X2_4	0.163	0.768	VALID
X2_5	0.163	0.791	VALID
X3_1	0.163	0.860	VALID
X3_2	0.163	0.806	VALID
X3_3	0.163	0.808	VALID
X3_4	0.163	0.820	VALID
X3_5	0.163	0.820	VALID
Y_1	0.163	0.814	VALID
Y_2	0.163	0.798	VALID
Y_3	0.163	0.800	VALID
Y_4	0.163	0.845	VALID
Y_5	0.163	0.835	VALID



Based on the results of the validity test, all statement items for the variables of Human Resource Development (X1), Work Experience (X2), Work Motivation (X3), and Employee Performance (Y) are declared valid because the R value of each item is greater than R Table (0.163). For the Human Resource Development variable (X1), the R value ranges from 0.786 to 0.861, indicating that all X1 items are valid. For the Work Experience variable (X2), the R value ranges from 0.767 to 0.801, so that all X2 items are valid. Likewise, the Work Motivation variable (X3) has an R value between 0.806 to 0.860, indicating that all X3 items are valid. Finally, for the Employee Performance variable (Y), the R value ranges from 0.798 to 0.845, indicating that all Y items are valid. Thus, all statement items from the four variables have met the validity requirements.

## 2. Reliability Test

**Table2. Reliability Test**

Variables	Cronbach's Alpha	Information
Human Resources Development (X1)	0.874	RELIABLE
Work Experience (X2)	0.843	RELIABLE
Work Motivation (X3)	0.878	RELIABLE
Employee Performance (Y)	0.874	RELIABLE

Based on the results of the reliability test, all variables have Cronbach's Alpha values exceeding 0.70, namely 0.874 for X1, 0.843 for X2, 0.878 for X3, and 0.874 for Y. This shows that the questionnaire data has a very high level of internal consistency, so it can be relied on for use in further analysis.

### Results of Classical Assumption Test Analysis

#### 1. Normality Test

**Table3. Normality Test**

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardize d Residual	
N		145	
Normal Parameters <sup>a, b</sup>	Mean	.0000000	
	Std. Deviation	1.28899761	
Most Extreme Differences	Absolute	.067	
	Positive	.067	
	Negative	-.055	
Test Statistic		.067	
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>	
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.	.116	
	99% Confidence Interval	Lower Bound	.108
		Upper Bound	.124

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 1314643744.



The results of the One-Sample Kolmogorov-Smirnov Test show that the Asymp. Sig. (2-tailed) value is 0.200, which is greater than 0.05, so the null hypothesis (H0) is accepted. This indicates that the data is normally distributed. The test was conducted on 145 samples with a mean of 0 and a standard deviation of 1.288. Thus, the data can be used in parametric statistical analysis that requires the assumption of normality.

### 2. Multicollinearity Test

**Table4. Multicollinearity Test**

		Coefficients <sup>a</sup>					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	.668	.788		.847	.398		
	Pengembangan SDM (X1)	.305	.089	.309	3.428	<.001	.145	6.903
	Pengalaman Kerja (X2)	.232	.066	.214	3.490	<.001	.313	3.196
	Motivasi Kerja (X3)	.425	.090	.433	4.708	<.001	.139	7.181

a. Dependent Variable: Y

The results of the regression analysis show that Human Resource Development (X1), Work Experience (X2), and Work Motivation (X3) have a significant effect on variable Y. Work Motivation has the greatest effect, followed by Human Resource Development and Work Experience, with all variables making a positive contribution. No multicollinearity problems were found in this model, so the model can be used to explain the relationship between variables.

### 3. Heteroscedasticity Test

**Table5. Heteroscedasticity Test**

		Coefficients <sup>a</sup>			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.169	.511		4.246	<.001
	Pengembangan SDM (X1)	.040	.058	.151	.701	.484
	Pengalaman Kerja (X2)	-.005	.043	-.017	-.117	.907
	Motivasi Kerja (X3)	-.095	.059	-.357	-1.627	.106

a. Dependent Variable: Y

The heteroscedasticity test using the Glejser method revealed that this



regression model does not experience heteroscedasticity problems, because all independent variables have a significance value greater than 0.05. The significance value for the HR Development variable (X1) is 0.484, Work Experience (X2) is 0.907, and Work Motivation (X3) is 0.106. Therefore, it can be concluded that there is no significant effect of the independent variables on the absolute value of the residual, so that the assumption of homoscedasticity in this model has been met.

### Hypothesis Test Results

#### 1. t-Test (Partial)

**Table 6. t-test (Partial)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.668	.788		.847	.398		
	Pengembangan SDM (X1)	.305	.089	.309	3.428	<.001	.145	6.903
	Pengalaman Kerja (X2)	.232	.066	.214	3.490	<.001	.313	3.196
	Motivasi Kerja (X3)	.425	.090	.433	4.708	<.001	.139	7.181

a. Dependent Variable: Y

The t-test results show that all independent variables in this regression model have a significant effect on the dependent variable (Y). The Human Resource Development variable (X1) has a t-value of 3.428 with a significance of less than 0.001, which means it is significant. The Work Experience variable (X2) has a t-value of 3.490 with a significance of less than 0.001, which is also significant. In addition, Work Motivation (X3) shows a t-value of 4.708 with a significance of less than 0.001, which indicates a significant effect on the dependent variable. Thus, it can be concluded that all independent variables individually contribute significantly to the dependent variable in this model.



### 2. F Test (Simultaneous)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1200.149	3	400.050	235.758	<.001 <sup>b</sup>
	Residual	239.258	141	1.697		
	Total	1439.407	144			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

**Table7. F Test (Simultaneous)**

The results of the F test in the ANOVA table show that the regression model with three predictors (X1, X2, X3) is overall significant in explaining the variation of the dependent variable (Y). The F value of 235.758 with a significance level of  $p < 0.001$  indicates that there is a statistically significant relationship between the independent variables and the dependent variable. Thus, this regression model can be considered appropriate to explain the relationship between these variables.

### 3. Coefficient of Determination

**Table8. Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.913 <sup>a</sup>	.834	.830	1.303

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

The results of the determination coefficient test show that the R Square value is 0.834, which means that the regression model is able to explain 83.4% of the variation in the dependent variable (Y) based on the independent variables (X1, X2, X3). The Adjusted R Square value of 0.830 indicates an adjustment to the number of predictors in the model, so that it remains high and indicates a good model. The Standard Error of the Estimate value of 1.303 describes the level of prediction error in the model. Overall, the regression model has a very good ability to explain the relationship between the variables analyzed.

#### A. Multiple Linear Regression Analysis Results



**Table9. Multiple Linear Regression Analysis**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.668	.788		.847	.398
	Pengembangan SDM (X1)	.305	.089	.309	3.428	<.001
	Pengalaman Kerja (X2)	.232	.066	.214	3.490	<.001
	Motivasi Kerja (X3)	.425	.090	.433	4.708	<.001

a. Dependent Variable: Y

Based on the table above, the multiple linear regression equation can be formulated as follows:

$$Y = 0.668 + 0.305 X1 + 0.232X2 + 0.425$$

Where:

Y = Employee Performance

X1 = Human Resource Development

X2 = Work Experience

X3 = Work Motivation

The results of multiple linear regression analysis show that the independent variables of Human Resource Development (X1), Work Experience (X2), and Work Motivation (X3) have a significant influence on the dependent variable (Y). The regression coefficient for X1 is 0.305 ( $p < 0.001$ ), X2 is 0.232 ( $p < 0.001$ ), and X3 is 0.425 ( $p < 0.001$ ). This shows that every one unit increase in each independent variable will increase the Y variable by the value of the coefficient, assuming the other variables are constant. Variable X3 has the greatest influence (Beta = 0.433) compared to X1 (Beta = 0.309) and X2 (Beta = 0.214). The constant of 0.668 indicates the value of Y when all independent variables are zero, although this constant is not statistically significant ( $p = 0.398$ ). Overall, this model supports the significant influence of the three independent variables on the dependent variable

### Discussion

#### **H1: The Influence of Human Resource Development on Employee Performance at PT Campina Ice Cream Industry Tbk**

The results of the hypothesis test show that human resource development has a positive and significant effect on employee performance. Training programs designed to improve employee knowledge, skills, and work attitudes have been shown to contribute significantly to increased productivity and work efficiency.

Based on empirical data obtained from the questionnaire results, it provides a positive response to the HR development program organized by the company. They



feel that the training provided is relevant to their work needs, helping to improve technical knowledge and soft skills such as communication and time management. However, several respondents suggested that the scope of training materials be expanded and the frequency of implementation increased to better support dynamic work needs.

The results of this observation show similarities with research conducted by [46]. From the research, it can be concluded that human resource development has a positive impact on employee performance levels.

### **H2: The Influence of Work Experience on Employee Performance at PT Campina Ice Cream Industry Tbk**

Based on the results of the hypothesis test, work experience has a positive and significant effect on employee performance. Employees with longer work experience tend to be more skilled in completing tasks, understanding work procedures, and being able to solve problems more efficiently.

Based on empirical data obtained from the questionnaire results, those with longer work experience reported that they had a better understanding of workflows and operational tasks. In addition, they felt more confident in making decisions and solving problems. In contrast, employees with shorter work experience stated the need for additional coaching to achieve an equivalent level of competence. Several respondents proposed a mentoring program to accelerate the transfer of experience between senior and junior employees.

This study shows results that are in line with research conducted by [47]. The results show that work experience contributes positively to employee performance levels.

### **H3: The Influence of Work Motivation on Employee Performance at PT Campina Ice Cream Industry Tbk**

Based on the results of the hypothesis test, work motivation has the greatest influence on employee performance. Intrinsic motivation, such as pride in work, and extrinsic motivation, such as financial incentives, contribute significantly to increasing employee productivity and responsibility.

Based on empirical data obtained from the questionnaire results, most respondents felt motivated by financial incentives such as performance bonuses and allowances. In addition, non-financial rewards such as management recognition of their contributions also increased work enthusiasm. A supportive work environment, including good relationships with coworkers and superiors, also encouraged intrinsic motivation. However, some respondents noted that high workloads could reduce their motivation, even though the incentives provided were adequate.

This research has similarities with research conducted [48]. The results of the study show that positive motivation can improve employee performance.



#### **H4: The Influence of Human Resource Development, Work Experience, and Work Motivation on Employee Performance at PT Campina Ice Cream Industry Tbk**

Based on the results of the hypothesis test, simultaneously, human resource development, work experience, and work motivation have a significant influence on employee performance. Work motivation has a dominant contribution, but human resource development and work experience also provide an important influence to create competent and productive employees.

Based on empirical data obtained from the questionnaire results, respondents felt that the combination of training programs, work experience, and work motivation had a significant impact on their performance. Continuous training and adequate work experience helped them understand their tasks better, while financial and non-financial incentives were the main drivers of work enthusiasm. However, they also noted the need for continuity in the implementation of HR development programs and experience coaching to maintain optimal performance levels.

This study shows that human resource development, work experience, and work motivation have a positive effect on employee performance. Human resource development helps improve employee skills, work experience makes employees more skilled, and work motivation encourages employees to be more productive and responsible. These results are in line with research conducted by [49] who also found a positive influence of these three factors on employee performance.

#### **CONCLUSIONS**

This study shows that human resource development, work experience, and work motivation partially and simultaneously have a significant influence on employee performance at PT Campina Ice Cream Industry Tbk. Human resource development contributes positively with a regression coefficient of 0.305, reflecting that training and skills development programs increase employee productivity and adaptation to change. Work experience also has a significant effect with a regression coefficient of 0.232, where employees with longer experience are able to work more efficiently and understand work procedures better. Work motivation is a dominant factor with a regression coefficient of 0.425, indicating that financial incentives and non-financial rewards significantly increase employee enthusiasm and performance. Simultaneously, these three variables explain 83.4% of the variation in employee performance with an F value of 235.758, confirming that the combination of human resource development, work experience, and work motivation is the key to creating a competent, productive, and competitive workforce.



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