

The Effect of Generation Z Competencies and Work Culture on Employee Productivity at CV. Sinar Mojokerto

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ARTICLE INFO

Keywords: Competency, Work Culture, Diciplin, Productivity

Received : 06, March

Revised : 08, May

Accepted: 10, July

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ABSTRACT

The use of this technology is also greatly influenced by the use of human resources in operating the technology. The ability of human resources or employees, both in terms of competence, creativity, and work discipline, greatly influences the development of the current printing business. In general, employees from the Gen Z generation have the ability to adapt more to digitalization, but have different characteristics from previous generations. Therefore, in this study, we raise this issue to clearly understand the factors that influence the development of the current printing business. In this study, we will examine the influence of Gen Z competencies and work culture on increasing work productivity at CV. Sinar Mojokerto. This study uses a quantitative method from questionnaire survey data related to competency and work culture variables, which were collected from several employees.

INTRODUCTION

Intensifying competition in the digital business environment requires firms to enhance their productivity in terms of both output quantity and product quality. The adoption of advanced technology has become a strategic approach to addressing these challenges. However, the effectiveness of technological implementation largely depends on employees' skills and competencies, which play a critical role in maximizing technology utilization and improving organizational productivity.

CV. Sinar Mojokerto is a digital printing company that has been operating since 2008 and is recognized as one of the largest digital printing firms in Mojokerto. Due to its reliance on continuously evolving printing technologies, the company employs a predominantly Generation Z workforce, characterized by high levels of creativity, technological adaptability, and competence. Competence refers to the knowledge, skills, abilities, and behavioral attributes that employees apply in performing their duties and achieving organizational objectives aligned with business strategy (Rahadi et al., 2021).

In addition, Generation Z possesses distinctive characteristics that organizations need to understand in order to optimize employee performance. Therefore, a strong organizational culture and an understanding of employees' needs, particularly those of Generation Z, are essential. Although this generation demonstrates a high level of technological adaptability, it also exhibits behavioral characteristics that differ from those of previous generations. Previous research by Sunaryanto and Idrus (2025) highlighted that the unique characteristics of Generation Z significantly influence workplace productivity and work-related behavior in Indonesia. Consequently, establishing a work culture that aligns with the characteristics and expectations of Generation Z is crucial for enhancing employee productivity. Furthermore, Prihatina Jati et al. (2024) found that competence, organizational culture, and the work environment significantly affect employee performance in industrial organizations.

LITERATURE REVIEW

Definition of Competence

Competence is widely recognized as a critical factor influencing employee performance and organizational effectiveness. It refers to the combination of knowledge, skills, abilities, and behavioral attributes that enable employees to perform their duties effectively and contribute to organizational goals. According to Rahadi et al. (2021), competence encompasses the knowledge, skills, abilities, and behaviors applied by employees in carrying out their work and achieving outcomes aligned with organizational strategies.

Similarly, Jati et al. (2024) define competence as the knowledge, abilities, and activities utilized to enhance individual performance, particularly in situations requiring specialized skills and professional expertise. Competence is not merely limited to technical abilities but also includes problem-solving capabilities, adaptability, and behavioral characteristics that support effective job performance.

Furthermore, from the perspective of the Resource-Based View (RBV), employee competence represents a valuable organizational resource that can generate sustainable competitive advantages. Organizations possessing highly competent employees are more capable of adapting to environmental changes, improving operational efficiency, and achieving superior productivity. Based on the above definitions, competence can be understood as an integrated set of knowledge, skills, and attitudes that enables individuals to perform their tasks effectively and contribute to organizational productivity and performance.

Dimensions of Competence

According to Spencer and Spencer (1993), competence consists of three fundamental dimensions:

- a. Knowledge
Knowledge refers to the information, understanding, and expertise acquired through formal education, training programs, and work experience that support employees in performing their job responsibilities effectively.
- b. Skill
Skill represents the capability to perform specific tasks accurately and efficiently. In addition to technical expertise, employees must possess problem-solving abilities and the capacity to respond effectively to workplace challenges.
- c. Attitude
Attitude refers to behavioral tendencies, values, and ethical standards demonstrated by employees while carrying out their responsibilities. Positive attitudes such as professionalism, responsibility, cooperation, and commitment significantly contribute to organizational success.

Definition of Work Culture

Work culture refers to the shared values, beliefs, norms, and behavioral patterns that guide employees' actions and interactions within an organization. It serves as an important mechanism for shaping employee behavior, promoting organizational effectiveness, and achieving strategic objectives. According to Ramadhan et al. (2024), work culture encompasses organizational values and practices that influence how employees collaborate, communicate, and perform their duties. A strong work culture can enhance employee motivation, foster innovation, strengthen organizational commitment, and improve overall productivity. In the context of this study, work culture is examined from the perspective of Generation Z employees. Therefore, Generation Z work culture is defined as a set of work values, attitudes, and behavioral patterns demonstrated by Generation Z employees, including technological adaptability, collaboration, open communication, and commitment to organizational goals.

Generation Z Characteristics

Generation Z generally refers to individuals born between the mid-1990s and early 2010s. Unlike previous generations, they have grown up in an environment heavily influenced by digital technology, social media, and internet connectivity.

According to Francis and Hoefel (2018), Generation Z exhibits four major characteristics:

- a. Undefined Identity
Generation Z values individuality and self-expression. They tend to reject rigid labels and seek opportunities to express their unique identities.
- b. Communaholics
Generation Z actively engages in communities and networks, both online and offline. They value inclusiveness and collaboration while utilizing technology to build social connections.
- c. Dialoguers
Generation Z views communication as a key mechanism for solving problems and generating positive change. They are generally open to diverse perspectives and value constructive discussions.
- d. Realistic
Generation Z tends to make decisions based on practical considerations and analytical thinking. They are highly conscious of future career opportunities, financial stability, and long-term personal development.

Indicators of Generation Z Work Culture

Based on the characteristics of Generation Z and industrial organizational practices, the indicators of Generation Z work culture in this study include:

- a. Work Discipline
The level of employee compliance with organizational regulations, schedules, deadlines, and operational procedures.
- b. Work Ethic
The enthusiasm, motivation, and dedication demonstrated by employees in carrying out their duties and achieving organizational goals.
- c. Teamwork
The ability of employees to collaborate effectively, communicate openly, and contribute to collective achievements.
- d. Compliance with Standard Operating Procedures (SOPs)
The consistency with which employees follow established organizational procedures to ensure efficiency, safety, and quality standards.

Work Productivity

Productivity is generally defined as the efficiency with which inputs are transformed into outputs. It reflects an organization's or individual's ability to achieve optimal results by utilizing available resources effectively and efficiently. According to Nurfitriani (2024), productivity is a measure of productive efficiency that compares outputs (goods or services) with inputs such as labor, materials, and capital. Meanwhile, Jati et al. (2020) describe work productivity as a mental attitude and continuous effort to improve work performance, maximize output, and utilize available resources efficiently within a specific period. Productivity also reflects employees' commitment to continuous improvement through enhanced skills, discipline, innovation, professionalism, and effective resource utilization. Therefore, higher productivity indicates better employee performance and contributes directly to organizational success. Based on these perspectives, work productivity can be defined as the ability of employees to produce optimal work outcomes efficiently through the effective utilization of organizational resources.

Indicators of Work Productivity

According to Sutrisno (2010), work productivity can be measured using the following indicators:

- a. Ability
The capability of employees to perform their assigned duties effectively based on their skills, knowledge, and professionalism.
- b. Improvement of Work Results
Employees' efforts to continuously improve the quality and quantity of work outcomes.
- c. Work Spirit
The enthusiasm, motivation, and positive attitude demonstrated by employees in carrying out their responsibilities.
- d. Self-Development
Employees' efforts to improve their competencies and capabilities through learning and professional development activities.
- e. Quality
The degree to which work outcomes meet organizational standards and stakeholder expectations.
- f. Efficiency
The ability to achieve desired outcomes while minimizing the use of time, effort, and organizational resources.

Conceptual Framework

Based on the theories and empirical findings discussed above, competence and Generation Z work culture are expected to influence employee productivity. From the Resource-Based View (RBV), competence represents a strategic organizational resource capable of creating sustainable competitive advantages through improved employee performance and productivity. Likewise, a work culture that aligns with the characteristics and expectations of Generation Z employees can enhance motivation, engagement, collaboration, and work effectiveness. Therefore, competence and Generation Z work culture are proposed as determinants of employee productivity at CV. Sinar Mojokerto.

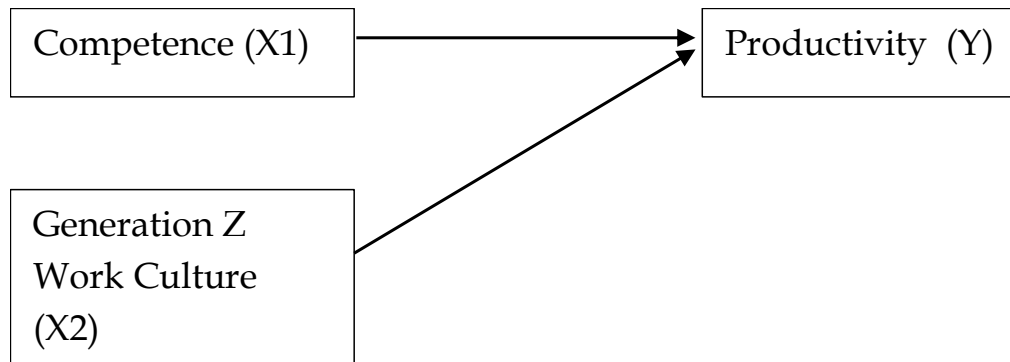


Figure 1. Conceptual Framework

Where:

- Competence = Independent Variable (X1).
- Generation Z Work Culture = Independent Variable (X2).
- Work Productivity = Dependent Variable (Y).

The Effect of Competence on Work Productivity

Competence enables employees to perform tasks effectively, solve work-related problems, and adapt to technological developments. Employees with higher levels of competence are more likely to achieve better work outcomes and contribute positively to organizational performance. Previous studies have consistently reported a positive relationship between competence and employee productivity (Rahadi et al., 2021; Jati et al., 2024).

H1: *Competence has a positive and significant effect on employee productivity at CV. Sinar Mojokerto.*

The Effect of Generation Z Work Culture on Work Productivity

A work culture that aligns with Generation Z characteristics, such as technological adaptability, collaboration, open communication, and strong work engagement, can improve employee effectiveness and productivity. Organizations that successfully accommodate these characteristics are more likely to achieve higher productivity levels.

H2: *Generation Z work culture has a positive and significant effect on employee productivity at CV. Sinar Mojokerto.*

The Simultaneous Effect of Competence and Generation Z Work Culture on Work Productivity

Employee productivity is influenced by both individual factors and organizational factors. Competence represents employees' internal capabilities, while Generation Z work culture reflects the organizational environment that supports productive behavior. The interaction of these factors is expected to create optimal productivity outcomes.

H3: *Competence and Generation Z work culture simultaneously have a positive and significant effect on employee productivity at CV. Sinar Mojokerto.*

METHODOLOGY

Research Method

This study employed a quantitative research design to examine the effect of competence and Generation Z work culture on employee productivity at CV. Sinar Mojokerto. Quantitative research emphasizes the analysis of numerical data using statistical techniques to test predetermined hypotheses (Hardani et al., 2020). In this study, data were analyzed using multiple regression analysis to determine the effect of the independent variables on the dependent variable.

Research Variables

The independent variables in this study were competence (X1) and Generation Z work culture (X2), while employee productivity (Y) served as the dependent variable.

Data Source and Population

The study used primary data collected through questionnaires and interviews with Generation Z employees at CV. Sinar Mojokerto. The population consisted of 60 employees working in various departments of the company. Because the population size was relatively small, this study applied a total sampling (saturated sampling) technique, in which all members of the population were included as respondents.

Table 1. Population Distribution of Respondents

Employee Position	Department	Number of Employees
Leader	Production, Office	4
Designer	Graphic Design	8
Administrator	Production, Customer Service, Office	10
Production Staff	Printing, Banner, Support	38
Total Respondents		60

RESEARCH RESULTS

Respondent Characteristics

This study involved 60 employees of CV. Sinar Mojokerto as respondents. The respondents represented various organizational functions, including leadership, administration, graphic design, and production units.

Table 2. Respondent Characteristics

Position	Department	Frequency Percentage (%)	
Leader	Production, Office	4	6.7
Designer	Graphic Design	8	13.3
Administrator	Production, Customer Service, Office	10	16.7
Production Staff	Printing, Banner, Support	38	63.3
Total		60	100.0

Table 2 shows that the majority of respondents were production staff (63.3%), followed by administrators (16.7%), designers (13.3%), and leaders (6.7%). This distribution indicates that the sample adequately represents employees across various organizational functions.

Descriptive Statistics

The descriptive statistics provide an overview of respondents' perceptions regarding competence, Generation Z work culture, and employee productivity.

Table 3. Descriptive Statistics of Research Variables

Variable	Number of Items	Category
Competence (X1)	5	High
Generation Z Work Culture (X2)	5	High
Productivity (Y)	5	High

The descriptive analysis indicates that respondents generally perceived competence, Generation Z work culture, and productivity positively. Employees reported adequate levels of technical skills, job-related knowledge, communication ability, problem-solving capability, and self-development. Similarly, respondents expressed favorable perceptions regarding teamwork, organizational values, innovation, work-life balance, and the work environment. These findings suggest that employees perceive both competence and work culture as supportive factors for enhancing productivity.

Validity Test

The validity test was conducted using Pearson Product-Moment correlation analysis. An item was considered valid when the correlation coefficient exceeded the critical r-value of 0.254 and the significance level was below 0.05.

Table 4. Validity Test Results for Competence (X1)

Item	Correlation Coefficient	r-table	Sig.	Result
X1.1	0.876	0.254	0.000	Valid
X1.2	0.932	0.254	0.000	Valid
X1.3	0.940	0.254	0.000	Valid
X1.4	0.929	0.254	0.000	Valid
X1.5	0.936	0.254	0.000	Valid

Table 5. Validity Test Results for Generation Z Work Culture (X2)

Item	Correlation Coefficient	r-table	Sig.	Result
X2.1	0.961	0.254	0.000	Valid
X2.2	0.941	0.254	0.000	Valid
X2.3	0.958	0.254	0.000	Valid
X2.4	0.950	0.254	0.000	Valid
X2.5	0.938	0.254	0.000	Valid

Table 6. Validity Test Results for Productivity (Y)

Item	Correlation Coefficient	r-table	Sig.	Result
Y1	0.970	0.254	0.000	Valid
Y2	0.955	0.254	0.000	Valid
Y3	0.948	0.254	0.000	Valid
Y4	0.958	0.254	0.000	Valid
Y5	0.969	0.254	0.000	Valid

The results indicate that all questionnaire items produced correlation coefficients exceeding the critical r-value of 0.254. Therefore, all measurement items were considered valid.

Reliability Test

Reliability was assessed using Cronbach's Alpha.

Table 7. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Result
Competence	0.974	0.60	Reliable
Generation Z Work Culture	0.974	0.60	Reliable
Productivity	0.974	0.60	Reliable

The reliability analysis yielded a Cronbach's Alpha value of 0.974, indicating excellent internal consistency. Therefore, all variables were considered reliable.

Normality Test

The normality assumption was evaluated using the Kolmogorov-Smirnov test.

Table 8. Normality Test Results

Test	Asymp. Sig. (2-tailed)	Criterion Result
Kolmogorov-Smirnov	0.200	> 0.05 Normal

The significance value of 0.200 exceeds the threshold of 0.05, indicating that the residuals were normally distributed.

Linearity Test

The linearity test was conducted to determine whether the relationships between the independent variables and the dependent variable were linear.

Table 9. Linearity Test Results

Relationship	Deviation from Linearity	Criterion Result
Competence → Productivity	0.941	> 0.05 Linear
Gen Z Work Culture → Productivity	0.789	> 0.05 Linear

The results demonstrate that both relationships satisfy the linearity assumption.

Multicollinearity Test

The multicollinearity test was performed using tolerance and VIF values.

Table 10. Multicollinearity Test Results

Variable	Tolerance	VIF	Result
Competence	0.601	1.665	No Multicollinearity
Gen Z Work Culture	0.601	1.665	No Multicollinearity

Since the tolerance values exceed 0.10 and the VIF values are below 10.00, no multicollinearity problem was detected.

Multiple Regression Analysis

Multiple regression analysis was conducted to examine the effects of competence and Generation Z work culture on employee productivity.

Table 11. ANOVA Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	2165.591	2	1082.796	84.156	0.000
Residual	733.392	57	12.867		
Total	2898.983	59			

The regression model was statistically significant ($F = 84.156$, $p < 0.001$), indicating that competence and Generation Z work culture simultaneously influence employee productivity.

Coefficient of Determination

Table 12. Model Summary

R	R Square	Adjusted R Square	Std. Error
0.864	0.747	0.738	3.587

The coefficient of determination (R^2) was 0.747, indicating that 74.7% of the variance in employee productivity can be explained by competence and Generation Z work culture. The remaining 25.3% is explained by other factors outside the research model.

Regression Coefficients

Table 13. Multiple Regression Coefficients

Variable	B	Beta	t	Sig.
Constant	-1.316	-	-0.924	0.359
Competence	0.564	0.453	5.269	0.000
Gen Z Work Culture	0.554	0.504	5.859	0.000

The regression equation is expressed as follows:

$$Y = -1.316 + 0.564X_1 + 0.554X_2$$

The results indicate that competence and Generation Z work culture positively influence employee productivity. Furthermore, Generation Z work culture demonstrated a slightly stronger influence on productivity than competence, as indicated by its higher standardized coefficient ($\beta = 0.504$).

Hypothesis Testing

Table 14. Hypothesis Testing Results

Hypothesis	Relationship	Statistical Value	Sig.	Decision
H1	Competence → Productivity	t = 5.269	0.000	Accepted
H2	Gen Z Work Culture → Productivity	t = 5.859	0.000	Accepted
H3	Competence & Gen Z Work Culture → Productivity	F = 84.156	0.000	Accepted

The hypothesis testing results demonstrate that competence significantly influences employee productivity, Generation Z work culture significantly influences employee productivity, and both variables simultaneously affect employee productivity. Therefore, all proposed hypotheses are accepted.

DISCUSSION

The Effect of Competence on Employee Productivity

The results of this study indicate that competence has a positive and significant effect on employee productivity at CV. Sinar Mojokerto. This finding is supported by the regression analysis, which shows a significance value of 0.000 ($p < 0.05$) and a regression coefficient of 0.564. Therefore, Hypothesis 1 (H1) is accepted. These results suggest that higher levels of employee competence contribute to higher levels of productivity. From a theoretical perspective, this finding supports the competency theory proposed by Spencer and Spencer, which states that competence is a combination of knowledge, skills, abilities, and personal characteristics that influence an individual's job performance. Employees who possess adequate technical skills, job-related knowledge, effective communication abilities, and problem-solving capabilities are more capable of completing tasks efficiently and achieving organizational targets. Consequently, increased competence leads to improved productivity.

The findings are also consistent with the view of Rahadi et al. (2021), who argue that competence is a strategic resource that enables employees to perform their responsibilities effectively and contribute to organizational goals. In the context of digital printing businesses such as CV. Sinar Mojokerto, employee competence becomes increasingly important because technological advancements require workers to continuously update their knowledge and skills.

Furthermore, this result is in line with the study conducted by Jati et al. (2024), which found that competence significantly influences employee performance in industrial organizations. Employees with higher levels of competence tend to demonstrate better work quality, greater efficiency, and stronger adaptability to workplace challenges. Similarly, the findings of this study indicate that competent employees are better able to utilize technology, solve operational problems, and maintain productivity in a dynamic work environment.

The practical implication of this finding is that management should continuously invest in employee development through training programs, technical workshops, mentoring systems, and competency-based performance evaluations. Such initiatives can enhance employees' capabilities and ultimately improve organizational productivity.

The Effect of Generation Z Work Culture on Employee Productivity

The results show that Generation Z work culture has a positive and significant effect on employee productivity, with a significance value of 0.000 ($p < 0.05$) and a regression coefficient of 0.554. Therefore, Hypothesis 2 (H2) is accepted. This finding indicates that a work culture aligned with the characteristics and expectations of Generation Z employees contributes positively to productivity.

Organizational culture theory suggests that shared values, norms, and practices influence employee behavior and organizational outcomes. According to organizational culture perspectives, a supportive culture creates a work environment that encourages employee engagement, commitment, and performance. In this study, Generation Z work culture was reflected through organizational values, collaboration, innovation, work-life balance, and a supportive work environment.

The findings support the argument of Ramadhan et al. (2024), who emphasize that organizational culture serves as a strategic mechanism for enhancing employee motivation and performance. Employees who perceive alignment between their personal values and organizational culture are more likely to demonstrate positive work behaviors and higher productivity. This result is also consistent with the study conducted by Sunaryanto and Idrus (2025), which highlighted the distinctive characteristics of Generation Z employees. As digital natives, Generation Z employees prefer flexible communication, collaborative work environments, technological integration, opportunities for innovation, and balanced work-life arrangements. Organizations that successfully accommodate these preferences are more likely to obtain higher levels of employee engagement and productivity.

The findings suggest that CV. Sinar Mojokerto has implemented several cultural practices that align with Generation Z characteristics. This alignment may explain why employees perceive the work environment positively and demonstrate satisfactory productivity levels. Given that the majority of employees belong to Generation Z, management should continue developing a culture that supports innovation, collaboration, open communication, and employee well-being. From a managerial perspective, organizations should recognize that Generation Z employees require different management approaches compared to previous generations. Creating an inclusive and technology-oriented culture may become a critical factor in maintaining productivity and retaining talented employees.

The Simultaneous Effect of Competence and Generation Z Work Culture on Employee Productivity

The results of the simultaneous test indicate that competence and Generation Z work culture jointly have a significant effect on employee productivity. The regression model produced an F-value of 84.156 with a significance value of 0.000, indicating that Hypothesis 3 (H3) is accepted. Furthermore, the coefficient of determination (R^2) of 0.747 shows that 74.7% of the variation in employee productivity can be explained by competence and Generation Z work culture. This finding can be explained through the Resource-Based View (RBV) theory, which suggests that organizational success is largely determined by the effective utilization of valuable internal resources. Employee competence represents a critical human resource capability, while organizational culture represents a strategic organizational resource. When these two resources are effectively combined, they create a sustainable competitive advantage that enhances organizational performance.

The findings also support previous studies that emphasize the importance of integrating individual competencies with supportive organizational environments. While competence provides employees with the ability to perform tasks effectively, organizational culture creates conditions that encourage employees to apply their competencies optimally. Consequently, productivity improvements are more likely to occur when both factors are present simultaneously.

In the context of CV. Sinar Mojokerto, competence enables employees to operate digital printing technology efficiently, while Generation Z work culture fosters collaboration, creativity, adaptability, and engagement. Together, these factors contribute significantly to employee productivity and organizational effectiveness.

Interestingly, the standardized regression coefficient indicates that Generation Z work culture ($\beta = 0.504$) has a slightly stronger effect on productivity than competence ($\beta = 0.453$). This finding suggests that although technical competence remains essential, creating a work environment that aligns with the characteristics of Generation Z employees may have an even greater impact on productivity. This result reflects the growing importance of organizational culture in managing younger generations within modern workplaces.

Overall, the findings demonstrate that productivity is not solely determined by employee capabilities but also by the organizational environment in which employees operate. Therefore, organizations should adopt a balanced strategy that simultaneously develops employee competence and strengthens a supportive organizational culture to achieve sustainable productivity improvements.

CONCLUSIONS AND RECOMMENDATIONS

This study examined the effects of competence and Generation Z work culture on employee productivity at CV. Sinar Mojokerto. The findings revealed that competence has a positive and significant effect on employee productivity. Employees with higher levels of knowledge, skills, communication abilities, problem-solving capabilities, and self-development tend to demonstrate higher productivity levels. This finding highlights the importance of employee competency development in enhancing organizational performance. The study also found that Generation Z work culture significantly influences employee productivity. A work environment characterized by collaboration, innovation, alignment with organizational values, work-life balance, and a supportive atmosphere contributes positively to employee productivity. These findings indicate that organizations need to adapt their work culture to the characteristics and expectations of Generation Z employees.

Furthermore, competence and Generation Z work culture jointly exert a significant influence on employee productivity. The coefficient of determination ($R^2 = 0.747$) indicates that 74.7% of the variation in employee productivity can be explained by these two variables, while the remaining 25.3% is influenced by other factors not included in the model. Overall, the findings suggest that improving employee competence while simultaneously fostering a supportive Generation Z-oriented work culture can serve as an effective strategy for enhancing productivity and organizational performance.

ADVANCED RESEARCH

Future research can expand this study by incorporating additional variables such as leadership style, job satisfaction, and organizational commitment to better understand their interaction with Generation Z competencies and work culture in influencing employee productivity. Furthermore, comparative studies across different industries or regions are recommended to examine whether the findings are consistent beyond CV. Sinar Mojokerto. Longitudinal approaches may also be applied to observe changes in productivity over time, particularly as Generation Z employees gain more experience in the workforce. In addition, future studies could explore the role of digital skills, adaptability, and technological innovation as moderating or mediating factors in strengthening employee productivity.

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