



Employee Work Competence Mediates the Impact of Work Experience on Employee Work Productivity (Stella Maris Hospital Study)

Ferima Laia^{1*}, Ade Indah Sari², Arasy Ayu Setiamy³
Fakultas Ekonomi Bisnis, Universitas Harapan Medan

Corresponding Author: Ferima Laia ferimalaia1211@gmail.com

ARTICLE INFO

Keywords: Work Experience, Work Competency, Work Productivity

Received: 19, February

Revised: 20, March

Accepted: 30, April

©2026 Laia, Sari, Setiamy: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

Human resource management is the science and art of managing worker relationships and functions so that they can effectively and efficiently contribute to the accomplishment of organizational, employee, and community goals. The degree to which a business meets its objectives determines whether it succeeds or fails. The availability of sufficient human resources at Stella Maris Hospital is one of the elements influencing a business's performance in reaching its objectives. The aim of this study was to investigate the effects of work experience and competence on Stella Marris Hospital employees' productivity. Path analysis was the research methodology adopted in this study. A sample of 92 Stella Marris Hospital employees was taken. The results of the study demonstrate how employees' productivity at Stella Maris Hospital is greatly influenced, either entirely or partially, by their level of competence and work experience.

INTRODUCTION

The science and art of managing workforce relationships and functions to enable employees to effectively and successfully contribute to the achievement of business, employee, and community goals is known as human resource management (Astarina & Windartini, 2022). The hiring process is one of the ways used to select personnel, and one of the most important criteria is the candidate's background and talents to assist them cope with challenges within the organization and effectively adjust to a new workplace.

According to Khairunisa et al. (2020), one of the most important metrics for a firm in conducting its numerous operations is employee productivity, both in terms of product quantity and quality. This is especially true in hospitals that place a strong priority on patient care, where staff members are required to give their best effort in order to produce outcomes that satisfy clients, notably through precise, timely, and high-quality service. Effective human resource management is necessary for this. Employers have a big say in how employees are assigned according to their skills and expertise. A firm's personnel and expertise – which are attained when individuals have work experience and competences in their respective industries, enabling the organization to accomplish its goals successfully and efficiently – are more important than considerable capital. (Wirawan and others, 2019).

An organization's productivity is largely determined by its experience. Experience has a big impact, according to earlier studies. According to the results, "an employee's work productivity increases as their work experience grows; conversely, their productivity will also decrease if an employee has limited work experience" (Asmini & Masyadi, 2022: 10). For productivity at work, this is essential. Additionally, Hotimah's 2021 study found that work experience enhances employee performance; long-term workers are better able to adjust to changing circumstances and do tasks efficiently.

"Employee competence is one of the primary determinants of exceptional employee productivity," per a number of earlier research (Sedarmayanti, 2017:127). Competence is a crucial component that helps human resources carry out their tasks and obligations, which in turn affects employee productivity inside a company. Employee competency affects job production, according to a study by Anggraini et al. (2023); the more competent an employee is, the more productive they are at work. On the other hand, a worker's production will decrease when their level of competence decreases.

Measures of competency include efforts to boost employee productivity and "work experience." An employee's work experience has a big impact on their capacity to perform their job well. Additionally, it offers opportunities to learn how to take on responsibilities and overcome new challenges at work. Work experience is an important factor to take into account when hiring new staff. Furthermore, an employee's expertise and capacity to carry out the tasks assigned to them are correlated with their work experience.

"Work experience" serves as a competency indicator. An employee's work experience has a big impact on how well they perform at work. Additionally, it provides opportunities to learn how to embrace and conquer new challenges at

work. When hiring new employees, workplace experience is a crucial consideration. Additionally, an employee's employment experience is linked to their expertise and capacity to perform the tasks assigned to them. An employee's competence—a crucial element that demonstrates the abilities and knowledge typical of a professional in a given industry—may be assessed based on their attitude, skills, confidence, and ideas. Excellence in a certain field requires a high level of dedication from its employees. in doing the tasks assigned to them. According to the company's data, the level of service is remains below average. The company's leaders believe that a lack of training and experience, together with a lack of knowledge and understanding of the work, are the reasons behind low staff competency.

A person's specific knowledge and skills establish their competency; an employee who is very skilled at performing their duties will produce outstanding work and perform extraordinarily effectively. According to Wibowo (2019:324), competence is "the capacity to perform tasks or work, supported by the work attitude required for that position and grounded in knowledge and skills." Because of this, the skills or knowledge that professionals in a certain field possess are crucial and set them apart. Abubakar's (2018) study on the relationship between employee competence and work productivity at the Bandung City Health Department, which discovered that employee competence considerably and favorably affects work productivity, lends more credence to this.

LITERATURE REVIEW

Work Experience

Work experience, according to Foster (cited in Sasongko, 2018), is the amount of time a person has gained in understanding and effectively performing job duties. People with work experience are better able to do their duties since they have at least completed their tasks and are aware of the challenges they would face.

According to Hasibuan (2018), a person's promotion status is based on how long they have worked for the organization; those with the longest tenure would be given preference. In addition to duration of service, work experience is determined by the kinds of jobs one has completed or commonly experienced during their employment. Work experience promotes high productivity and commercial success; on the other hand, a drop in productivity makes it more difficult to meet organizational objectives (Salju and Lukman, 2018). Work experience can help a person improve personally by imparting knowledge, skills, and behaviors (Pitriyani and Halim, 2020).

Work Competence

According to Nuryanto et al. (2017), competency is one of the essential traits that help workers do their jobs more effectively. According to its etymology, competence is the behavioral characteristics of excellence or expertise exhibited by a leader or employee with great skills, knowledge, and attitudes. Companies can help their employees discover suitable employment by using competencies as a guide (Arief & Nisak, 2022). These are the traits of people who

are likely to perform exceptionally well in their tasks, responsibilities, and under normal circumstances.

Work Productivity

Every firm makes an effort to make sure that workers can produce outcomes that meet expectations for optimal productivity. Staff productivity can be used to gauge a company's success; more staff productivity translates into higher profitability. Productivity is the link between inputs (money, labor, and materials) and outputs (goods or services), according to Sutrisno (2017). Productivity is one approach to gauge productive efficiency. It follows that inputs result in outcomes based on this definition. Productivity is a comparative measure of productive efficiency; inputs are often restricted to labor, while output is quantified in terms of form, value, and physical units. The combination of output efficiency (achieving maximal work output) and input efficiency (labor), which includes both quantity and quality over a given period, results in individual productivity.

Conceptual Framework

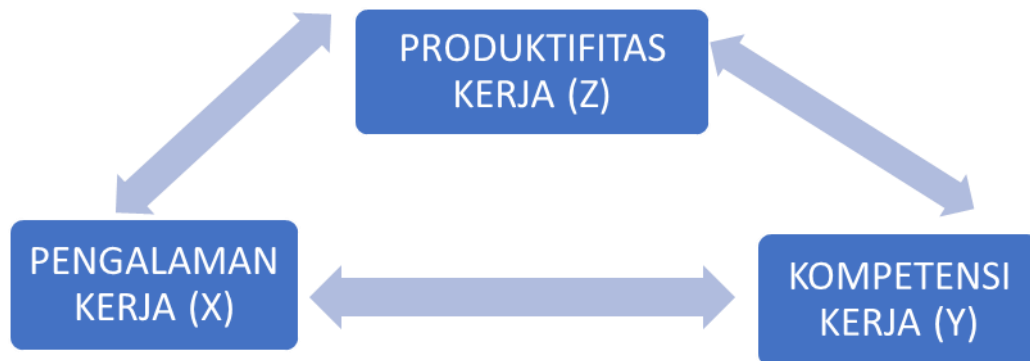


Figure 1. Conceptual Framework

Source: Processed Data, 2024

The following are the research hypotheses based on what has been explained previously:

H1: Employee productivity at Stella Maris Hospital is thought to be positively and significantly impacted by work experience.

H2: The productivity of employees at Stella Maris Hospital is thought to be positively and significantly impacted by job competency.

H3: Work experience is thought to have a favorable and substantial impact on Stella Maris Hospital employees' job competence and productivity.

METHODOLOGY

Type of Research

As part of the survey procedure, the author circulated a questionnaire to gather data for this study. The research is conducted using a quantitative approach.

Research Location

The study was carried out at RSIA Stella Maris, a maternity and pediatric hospital situated at Jl. Samanhudi No. 20, Jati, Medan Maimun District, Medan City, North Sumatra.

Research Period

This study, "The Impact of Employee Work Experience on Work Productivity, Mediated by Employee Work Competence," was carried out between May and July of 2023.

Research Population

A population is a broad category or universe consisting of individuals or objects selected by the researcher for study in order to conclude. A population may include the objects or subjects under study as well as any characteristics possessed by those objects or subjects. This study involved 112 employees of Stella Maris Women's and Children's Hospital as its population.

Research Sample

Supriyanti and Maharani (2017: 181) cite Djarwanto (1993), who explains that a sample is a subset of a population whose characteristics are to be studied and which is considered representative of the population as a whole. This study will use the Slovin formula for a saturated sample to determine the sample size.

RESULT AND DISCUSSION

Descriptive Statistical Analysis Findings

The study's variables include employment experience, competence, and production. The findings of the analysis using descriptive statistics are shown in the following table:

Table 1. Results of Descriptive Statistical Analysis
Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std.Deviation
Work Experience	92	14	23.00	18.9565	1.82120
Job Competencies	92	16	30.00	24.5435	2.93300
Work Productivity	92	25	30.31	28.2930	1.03642

Source: Processed Data, 2024

Table 1 shows that the employment experience variable has a mean of 18.9565 (based on SPSS data), a standard deviation of 1.82120, a minimum of 14, and a maximum of 23, with a sample size of 92 respondents. Next, according to SPSS data, the work competency variable has a mean of 24.5435, a standard deviation of 2.93300, and a sample size of 92 respondents. The range of its values is 16 to 30. Finally, the work productivity variable had a sample size of 92 respondents, a mean score of 28.2930 with a standard deviation of 1.03642, a minimum score of 25, and a maximum score of 30.31, according to SPSS data.

Validity Test

This test uses Pearson's correlation to confirm a variable's validity based on the SPSS test results. The variable is deemed legitimate and can move on to additional testing as a research variable if the significance level is less than 0.05. The validity results for the variables utilized in this study, such as work experience (PK), work competence (KK), and work productivity (PK), are displayed in the following tables.

Work Experience (WE) Validity Test

Table 2. Results of the WE Validity Test

Number Question Item	R Count	R Table	Sig. (2-Tailed)	Description
PK 1	0,268	0,2028	0,00	Valid
PK 2	0,506	0,2028	0,00	Valid
PK 3	0,556	0,2028	0,00	Valid
PK 4	0,582	0,2028	0,00	Valid
PK 5	0,340	0,2028	0,00	Valid

Source: Processed Data 2024

With computed r values larger than the table r values and significance levels less than 0.05, the PK variables satisfy the validity requirements for every question as indicated in the above table. This suggests that additional investigation of these research variables is necessary.

Job Competency (JC) Validity Test

Table 3. Results of the JC Validity Test

Number Question Item	R Count	R Table	Sig. (2-Tailed)	Description
KK 1	0,569	0,2028	0,00	Valid
KK 2	0,564	0,2028	0,00	Valid
KK 3	0,461	0,2028	0,00	Valid
KK 4	0,509	0,2028	0,00	Valid
KK 5	0,515	0,2028	0,00	Valid
KK 6	0,469	0,2028	0,00	Valid

Source: Data Processed in 2024

With estimated r values higher than the table r values and significance levels less than 0.05, the work productivity variables satisfy the validity requirements for each question, as indicated in the above table. This suggests that additional investigation of these research variables is necessary.

Work Productivity Validity Test

Table 4. Results of the Work Productivity Validity Test

Number Question Item	R Count	R Table	Sig. (2-Tailed)	Description
PRK 1	0,540	0,2028	0,00	Valid
PRK 2	0,588	0,2028	0,00	Valid
PRK 3	0,549	0,2028	0,00	Valid
PRK 4	0,543	0,2028	0,00	Valid
PRK 5	0,621	0,2028	0,00	Valid
PRK 6	0,568	0,2028	0,00	Valid
PRK 7	0,598	0,2028	0,00	Valid

Source: Data Processed in 2024

The PK variables satisfy the validity requirements for every question, as indicated by the table above, with estimated r values higher than the table r values and significance levels below 0.05. This suggests that the variables in this study are appropriate for additional research.

Reliability Test

This test was intended to evaluate the consistency of the research instrument. A Cronbach's Alpha value greater than 0.60 indicates that a research instrument is considered reliable. Table IV displays the results of the reliability test for the variables used in this study.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work Experience	0,789	Reliable
Work Competencies	0,749	Reliable
Work Productivity	0,657	Reliable

Source: Data Processed in 2024

According to the data above, each of the variables selected for the study – work experience (0.789), work competence (0.749), and work productivity (0.657) – meets the criteria for inclusion as research variables. Because the CA value is more than 0.60, the statements in the questionnaire can be considered reliable. This demonstrates that any statement item can return consistent data, meaning that repeating the statement will yield the same results as the previous response.

Results of the R² Coefficient of Determination Test

The relationship between the independent and dependent variables is made clear by the R² value, which is a measure of a study's explanatory ability. The independent factors affecting the dependent variable are presented in the following table.

a. Structural Determination Coefficient I

Table 6. Results of the Coefficient of Determination Test for Structure I
 Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.298 ^a	.089	.078	.99494

Predictors: (Constant), Work Experience

Source: Processed Data, 2024

The path model analysis in the table above produced an R-squared value of 0.078 (less than 1%), which is the summary table's coefficient of determination. This suggests that job experience has no effect on productivity in the first structural analysis, but it does not rule out the possibility that other factors might also be important.

b. Structural Coefficient of Determination II

Table 7. Results of the Structural Coefficient of Determination II Test
 Model Summary

Mode l	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.640 ^a	.410	.396	.80517

Predictors: (Constant), Job Competence, Work Experience

The coefficient of determination in the summary table – specifically the R-squared value of 0.41, or 41% – serves as the basis for the results of the path analysis in the table above. While the remainder may be influenced by other variables not included in this test, the adjusted R-squared value is 0.396, or 39%, indicating that the variables in this second structure collectively account for 41% of the variance in work productivity.

Results of the Simultaneous Significance Test (F-Test)

The purpose of testing hypotheses simultaneously is to identify or measure the combined effect of the two variables on the dependent variable. The following table presents the results of the hypothesis testing in this study:

Table 8. Results of the F-Test for a One-Way ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40.051	2	20.025	30.889	.000 ^b
	Residual	57.699	89	.648		
	Total	97.750	91			

Dependent Variable: Work Productivity

Predictors: (Constant), Work Competence, Work Experience

Source: Processed Data, 2024

The hypothesis based on the table above aims to determine how the variables of work experience and work competence influence work productivity: H0: The variables of work experience and job competence do not simultaneously affect work productivity.

Ha: The variables of work experience and job competence simultaneously affect work productivity.

A computed F-value of 30.889 with a probability of 0.000 is displayed in the ANOVA table. With $df_1 = 2$ and $df_2 = 89$, the F-table value is 3.10 at a significance level of 0.05. $F\text{-table} (3.10) < \text{calculated } F (30.889)$, since the computed F-value shows that Ha is accepted and Ho is rejected at an F-test result of 30.889. This suggests that the combination of productivity and job competence has a substantial effect on work productivity. This is consistent with a prior study by Aisyah et al. (2021) that looked at the impact of two independent variables on job productivity: work competence and work experience. Both factors were examined concurrently based on the study's findings.

Individual Significance Test (t-Test)

Measuring the degree to which exogenous factors impact endogenous variables is the goal of partial hypothesis testing. It is crucial to keep in mind that each hypothesis test needs to fulfill the following specifications: When the calculated t-value is greater than the crucial t-value or the critical t-value is greater than the calculated t-value, Ha is accepted and Ho is rejected. When $-t\text{-table} < t\text{-calculated} < t\text{-table}$, Ha is rejected while Ho is accepted. The following are the outcomes of this hypothesis:

a. t-Test for Structural Equation I

Table 9. Results of the t-Test for Structural Equation I
 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	25.082	1.091		22.999	.000
Work Experience	.169	.057	.298	2.958	.004

Dependent Variable: Labor Productivity

Source: Processed Data, 2024

The Relationship Between Work Experience and Work Productivity

H0: There is no direct effect of work experience on work productivity

Ha: There is a direct effect of work experience on work productivity

Based on the table results, the calculated t-value is 2.958 at a significance level of 0.004. The critical t-value is 1.68385 at a significance level of 0.05 and degrees of freedom (df) of $df=n-2$ ($42-2=40$). Consequently, the estimated t-value (2.958) is more than the critical t-value (1.68385). The alternative hypothesis (Ha) is therefore deemed to be accepted. This suggests that there is a direct correlation between the Work Experience variable and Work Productivity, meaning that an individual's work productivity rises with their level of work experience.

Productivity and work experience are directly correlated. Positive work experiences are positively correlated with employee productivity. An employee's work experience shows how long they have been employed there and how well they performed in prior work settings. As an employee gains more job experience, their productivity rises.

According to the study's conclusions, "it can be said that there is a positive relationship between length of service and work productivity," suggesting that the two are positively correlated. This result is consistent with the theory proposed by Robbins (2017). The longer they work, the more experience and skills they acquire, which will help them become more productive in their work. These results are in line with a prior study by Anggita and Thajyanti (2018), which discovered that productivity is influenced by work experience.

The Relationship Between Job Competence and Work Productivity

a. t-Test for Structural Equation II

Table 10. Coefficient^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	23.330	.755		30.901	.000
Work Competencies	.202	.031	.572	6.619	.000

Dependent Variable: Work Experience

Source: Processed Data, 2024

The hypotheses are:

H0: The work competency variable has no direct relationship with work productivity.

Ha: The work competency variable has a direct influence on work productivity.

The computed t-value is 2.286 with a probability of 0.008 based on the data in the above table. At a significance level of 0.05 and degrees of freedom (df) of $df=n-2$, or $42-2=20$, the crucial t-value is 1.68385. The outcome is $t\text{-calculated} (2.286) > t\text{-table} (1.68385)$. Thus, it can be said that Ha is approved. This indicates that job productivity is directly impacted by the work competency variable.

A person can try to increase their productivity at work by focusing on their competencies. This validates Mulyadi's (2020) thesis, which characterizes competencies as a person's knowledge, abilities, and skills that directly affect their performance. Therefore, it may be concluded that an employee's productivity and performance are influenced by their work skills. The basis for having a direct influence on people or achieving extraordinary productivity at work is competence. This result is consistent with the study conducted by Nuryanto et al. (2017), which discovered that productivity is significantly impacted by work competency.

The Effect of Work Experience on Work Productivity through Work Competence

The Sobel test considers the t-value of the mediating factor and the exogenous coefficient when comparing the computed t-value with the crucial t-value to ascertain whether the indirect impact is significant. If the computed t-value is higher than the crucial t-value, there is a mediating effect. The results of the path analysis show that work experience has a direct impact on both the process of establishing work competencies and workplace productivity. To ascertain how work experience affects productivity through the work competency process, the Sobel test can be applied as follows:

Calculate the standard error of the indirect effect coefficient (S_{x1y})

$$S_{yx1} = \sqrt{y^2s_{x1}^2 + x_1^2s_y^2 + s_{x1}^2s_y^2}$$

Where:

$$x_1 = 0.202$$

$$s_{x1} = 0.031$$

$$y = 0.120$$

$$s_y = 0.039$$

$$S_{yx1} = \sqrt{(0.120)^2(0.031)^2 + (0.202)^2(0.039)^2 + (0.031)^2(0.120)^2}$$

$$S_{yx1} = 0.0075267614$$

You can then use the following formula to determine the t-statistic value of the mediating effect based on the S_{yx1} finding:

The product of the coefficients (y_{x1}) = $(0.352)(0.604)$ equals 0.079248

$$t = y_{x1}S_{yx1} = 0.079248 / 0.0075267614 = 10.528831165$$

The computed t-value of 10.528831165 is greater than the critical t-value of 1.68195 at a 0.05 significance level, according to the calculation findings. Therefore, it may be said that the Work Competence process mediates the relationship between work experience and productivity.

Table 11. Direct and Indirect Effects of Work Experience and Job Competence on Work Productivity

Variable	Direct Effect	Indirect Impact
Work Experience	0,031	0,622
Work Experience and Job Competencies	0,202	0,253

Source: Data Processed in 2024

Based on the results in Table 12, the following will investigate how work experience affects productivity utilizing the work competency method for each variable. The indirect effect value is higher than the direct effect value as the direct effect value is 0.031 and the indirect effect value is 0.622. These results show that work experience significantly influences productivity through job competency.

One of the elements affecting worker productivity at Stella Maris Hospital is work experience. According to statistical testing, work experience has only a somewhat meaningful ($0.005 > 0.004$) impact on productivity. In contrast to the analytical component test, the F-test produced different results. In particular, when evaluating the independent variable through the intervening variable against a certain dependent variable, the work experience variable has a positive and significant influence through the intervening variable (work competence). Therefore, job experience is one of the elements that might boost employee productivity. Work experience, where employees perform their duties and obligations on a regular basis and build habits that lower the failure rate, can help the development of optimum employee productivity. The study's findings suggest that job experience can have a significant and favorable effect, and that employee competency will boost productivity.

CONCLUSION AND RECOMMENDATION

Research Goals: This study's goals include figuring out how independent variables affect the dependent variable directly, concurrently, and through intervening variables. The impact of work experience on productivity, the combined impact of work experience and competence on productivity, and the impact of work experience on productivity mediated by competence are all examined in this study at Stella Marris Hospital.

1. Employee productivity at Stella Marris Hospital is not directly impacted by work experience; the R2 value is 0.89, or less than 1%, indicating that the experience variable is weak and has no discernible impact on work productivity.
2. Work experience and job competencies increase an employee's productivity at Stella Marris Hospital.
3. Work experience has a big impact on productivity through job abilities.

The author offers the following recommendations regarding the research findings:

1. Employers ought to assign employees based on their qualities. High-caliber employees ought to be given difficult assignments. Average

workers ought to be given comparatively easy tasks. Simple duties should be given to subpar employees. Workers won't strain to finish their responsibilities and won't feel bound to the work they are assigned.

2. It is thought that workers lack effective personal competencies. These abilities include self-control, self-assurance, devotion to the company, and dedication. Therefore, the organization must undertake assessments to improve employees' knowledge by offering education and training on personality issues, self-control, work motivation, and other topics in order to promote employees' morale and self-confidence at work.

FURTHER STUDY

Employers must work to enhance their workers' abilities in order to increase production, according to ongoing studies. When carrying out their responsibilities, employees must make an effort to produce high-quality work. Employees must work to reduce the number of errors they make while carrying out their responsibilities in order to produce satisfactory results.

REFERENCES

- Abubakar, R. R. T. (2018). Pengaruh Kompetensi Pegawai Terhadap Produktivitas Kerja Pegawai Dinas Kesehatan Kota Bandung. *Jurnal Administrasi Negara*, 24 (1). 17-32. <https://doi.org/10.33509/jan.v24i1.63>.
- Aisyah, A. N., Pinkan, F. N., Danianta, P. B., & Belgies, S. (2021). Pengaruh pengalaman dan kompetensi terhadap produktivitas kerja. *Journal of Accounting and Business Management (RJABM)*, 5 (2). 86-99.
- Anggita & Tjahyanti, S. (2018). Pengaruh Pelatihan, Pengalaman Kerja dan Lingkungan Kerja Terhadap Kinerja Pegawai Negeri Sipil. *Jurnal Bisnis dan Akuntansi*. 19 (1a- 2), 76-81. <https://doi.org/10.34208/jba.v19i1a-2.300>.
- Anggraini, L. N., Setiawati, I., & Meiriyanti, R. (2023). Faktor-Faktor yang mempengaruhi productivities kerja karyawan pada PT. Scancom Indonesia di Semarang. *JURMA: Jurnal Riset Manajemen*, 1 (1). 107-126.
- Arief, M. Y., & Nisak, M. (2022). Pengaruh Prosedur Kerja, Kompetensi dan Kepuasan Kerja Terhadap Produktivitas Kerja Karyawan PG. *Asembagoes. J-MAS (Jurnal Manajemen dan Sains)*, 7 (1).
- Asmini., & Masyadi. (2022). Pengaruh Motivasi dan Pengalaman Kerja Terhadap Produktivitas Kerja Karyawan Misi Pasar Raya Soppeng. *SEIKO: Journal of Management & Business*, 5 (2), 77-88.
- Astarina, I., & Windartini, S. (2022). *Manajemen Sumber Daya Manusia*. STMIK Widya Cipta Dharma. Jakarta: Raja Grafindo.
- Emron, E., Anwar, Y., & Komariyah, I. (2017). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS*. Edisi Sembilan. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2019). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 23*. Semarang: UNDIP.

- Hafidah, K. S., & Gustini, F. (2021). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Rumah Sakit Dalam Masa Pandemi Covid-19. *Journal of Health Sciences*, 2 (8). 1023-1031. <https://doi.org/10.46799/jhs.v2i8.250>.
- Hasibuan, M. S. P. (2018). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: PT. Bumi Aksara.
- Hotimah, H. N. (2021) Pengaruh Kompetensi Karyawan dan Pengalaman Kerja Terhadap Prestasi Kerja Karyawan Pada Badan Pengelolaan Pendapatan Daerah Kota Bandung. *Prosiding Manajemen*, 6 (1). 122-127.
- Khairunisa, N. B., Djumali, & Eny, K. (2020). Produktivitas Kerja Karyawan Ditinjau dari Motivasi, Disiplin Kerja dan Lingkungan Kerja pada PT. Iskandar Indah Printing Textile Surakarta. *Edunomika*. 4 (01). 69-87.
- Kustini, E., & Sari, N. (2020). Pengaruh Pelatihan dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan Pada PT. Bumen Redja Abadi-BSD. *JENIUS: Jurnal Ilmiah Manajemen Sumber Daya Manusia*, 3 (3). 303-311.
- Mulyadi. (2020). *Manajemen Sumber Daya Manusia*. Cetakan ke-11. Bogor: Ghalia Indonesia.
- Nuryanto, Enggok, M. S., & Abdurrahman, A. (2017). Pengaruh Kompetensi Terhadap Produktivitas Kerja Pegawai Kantor Unit Penyelenggara Pelabuhan Kelas III Satui. *Administrasi (Jurnal Ilmu Administrasi dan Manajemen)*. 1 (1), 83-96. <https://doi.org/10.56662/administraus.v1i1.16>.
- Pitriyani, & Halim, A. (2020). Pengaruh Pengalaman Kerja, Latar Belakang Pendidikan dan Kompensasi Terhadap Kinerja Karyawan Pada PT. Pegadaian (Persero) Cabang Rantau Prapat. *Jurnal Ekonomi Bisnis Manajemen dan Akuntansi (EBMA)*, 1 (1). 60-68.
- Pragiwani, M., Lestari, E., & Alexandri, M. B. (2020). Pengaruh Motivasi, Kompensasi, Disiplin dan Kompensasi terhadap Kinerja Karyawan (Studi Kasus pada PT Tektonindo Henida Jaya Group). *Revonsive: Jurnal Pemikiran dan Penelitian Administrasi, Sosial, Humaniora dan Kebijakan Publik*, 3 (2). 117-129. <https://doi.org/10.24198/responsive.v3i3.32134>.
- Robbins, S. (2017). *Perilaku Organisasi*, Jilid I dan II, alih bahasa: Hadyana Pujaatmaja. Jakarta: Prenhallindo.
- Salju, & Lukman, M. (2018). Pengaruh Motivasi dan Pengalaman Kerja Terhadap Produktivitas Kerja Karyawan PT. COMINDO MITRA Sulawesi Cabang Palopo. *Jurnal Manajemen*, 4 (2). 1-7.
- Sasongko, A. Y. (2018). Pengaruh Kepuasan Kerja dan Pengalaman Kerja Terhadap Loyalitas Karyawan (Studi Kasus Pada PT Dong Young Tress Indonesia). Skripsi. Fakultas Ekonomi Universitas Sanata Dharma. From
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. (Cetakan Kelima). Bandung: PT Refika.
- Sendi, N P. N., & Heryanda, K.K. (2022). Pengaruh Kompetensi dan Motivasi Terhadap Produktivitas Kerja Pengrajin Ukiran Kayu di Kecamatan Tegallalang. *BISMA: Jurnal Manajemen*, 8 (1). 33-41.
- Setiawan, B., & Nuridin. (2021). Pengaruh Lingkungan Kerja dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan Bagian Operator SPBU Bekasi PT Pertamina Retail. *Jurnal Manajemen Bisnis Krisnadwipayana*, 9 (1).

- Setya, R. T. (2018). Pengaruh Pemberian Kompensasi Terhadap Produktivitas Tenaga Kerja Pada Pt Bunga Matahari Medan. *Jurnal Ilmiah Simantek*, 2 (3), 113–121. <https://www.simantek.sciencemakarioz.org>. Diakses 28 Januari 2024.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif*. Bandung: Alfabeta.
- Sugiyono. (2019). *Metodelogi Penelitian Kuantitatif dan Kualitatif dan R&D*. Bandung: Alfabeta.
- Sukardi. (2021). *Metodologi Penelitian Pendidikan (Kompetensi dan Praktiknya)*, Edisi Revisi. Jakarta: Ghalia Indonesia.
- Supriyanti, A. S., & Maharani, V. (2017). *Metodologi Penelitian: Manajemen Sumber Daya Manusia*. Malang: UIN-Maliki Press.
- Sutrisno, E. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Prenadamedia Group.
- Suwarno., & Aprianto, R. (2019). Pengaruh Pengalaman Kerja dan Pengembangan Karier Terhadap Kinerja Karyawan Pada PT Sinar Niaga Sejahtera Kota Lubuk Linggau. *Jurnal Ilmiah Ekonomi Bisnis*, 24 (1) 58-76.
- Wibowo. (2017). *Manajemen Kinerja*. Edisi Kelima. Depok: PT. Raja Grafindo Persada.
- Wibowo. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Wirawan, P J., Haris I, A., & Suwena, K. R. (2019). Pengaruh Disiplin Kerja Terhadap Produktivitas Kerja Karyawan Bagian Produksi Pada PT Tirta Mumbul Jaya Abadi Tahun 2016. *Jurnal Pendidikan Ekonomi Undiksha*. 10 (1). 305-315. <https://doi.org/10.23887/jjpe.v10i1.20149>.