

The Influence of Work Experience on Work Productivity with Job Satisfaction as Mediator

Joko Muji Subagyo

Department of Management, STIE PGRI Dewantara Jombang, Indonesia

Deni Widyo Prasetyo

Department of Management, STIE PGRI Dewantara Jombang, Indonesia

Wasis

Department of Management, STIE PGRI Dewantara Jombang, Indonesia

Abstract: Tofu is one of the most famous processed soybean food products in Indonesia. Research Object of the Z Tofu Factory in Jombang Regency. The problem with the Z tofu factory is that the raw materials produced for making products do not all become finished tofu products, every month there are always damaged products from the production output, this shows that employee productivity is not yet optimal. The sample used in this research used saturated sampling, namely all employees in the production section at the tofu factory, totalling 45 employees. Data analysis uses path analysis with SPSS. The research results explain that there is a significant positive influence of work experience on job satisfaction, meaning that the more employees have more experience at work, the more satisfied employees are in their work. There is a significant positive influence of work experience on employee work productivity, meaning that the more experience the employee has at work, the higher the employee's work productivity. There is a significant positive influence of job satisfaction on employee work productivity, meaning that if employees feel satisfied with their work, employee work productivity will increase. Job satisfaction is an intervening or mediating variable between work experience and employee work productivity. The findings in this research are that employee experience of more than 5 years is able to provide satisfaction with work results so that it can increase work productivity. The conclusion of this research is that work experience has a positive effect on job satisfaction, work experience has a positive effect on work productivity, job satisfaction has a positive effect on work productivity, job satisfaction is a mediator between work experience and employee work productivity.

Keywords: Eexperience, Ssatisfaction, Work Pproductivity

Introduction

Tofu is a food product processed with soybeans which is very well known in Indonesia. This processed ingredient has become one of the Favorite foods for Indonesian people. Tofu business in Indonesia has become one of the popular businesses, because tofu making is done using simple methods or technology. Therefore, the tofu industry is experiencing quite rapid development in both small scale and medium scale industries. The tofu factory company, let's call it the Z tofu factory, is a tofu production company located in Jombang district, in the Mojowarno sub-district in Gempol Hamlet, Japanan Village, Mojowarno District.

Table 1 White Tofu Production for November 2022- March 2023

Moon	Raw material	Damaged Product	Finished product
November	35,5 Ton	1,5 Ton	34 Ton
December	33 Ton	1 Ton	32 Ton
January	36,7 Ton	2,1 Ton	34,6 Ton
February	33,7 Ton	1,3 Ton	32,4 Ton
March	40 Ton	3 Ton	37 Ton

Based on table 1, it shows that the raw materials produced for making products do not all become finished tofu products, every month there are damaged products from the production results. This shows that employee productivity is not optimal. Work productivity comes from the word productive which refers to all activities that generate use. If someone works, there are results, then it can be said that he is productive, the measure of labor that succeeds in creating a product within a certain time. While the productivity of a machine or device compares input in the form of machines and equipment, output can vary depending on the input element. Work productivity describes the quality of human resources ([Swastika et al, 2022](#)). Work productivity is influenced by work experience. Work experience shows that the workforce has worked according to their skills. Work experience will make employees have a greater understanding of their work (Pankhurst, 2010). Job satisfaction is the result of employees' perceptions about how well their work results are things that are considered important ([Purnamasari & Palupiningdyah, 2017](#)). According to Malinen et al. (2018); Yona and Sastria (2019); Candra et al (2019); Hairo dan Martono (2019); Putri (2020); Mulyati et al (2022); Putra et al (2022) said that work experience has a positive effect on work productivity, this shows that the existence of the work experience variable statistically does affect employee productivity at work, where with good experience, employees will be more active in work and productivity will increase. In contrast to the opinion of Snow & Lukman (2018); Kurniawan & Rimas (2021) show that work experience has no effect on employee

productivity. This shows that there are still many employees who have little experience in their work.

In contrast to the opinion of Snow & Lukman (2018); Kurniawan & Rimas (2021) show that work experience has no effect on employee productivity. This shows that there are still many employees who have little experience in their work. In addition to work experience, productivity is influenced by job satisfaction. Work satisfaction is a person's feelings in a pleasant or unpleasant emotional condition that can affect certain work (Handoko, 2014). Job satisfaction according to Elbandiansyah (2019) is a guideline that comes from someone's thoughts both positive and negative about his work. Job satisfaction is something that is individual. Someone who tends to work passionately when satisfaction can be obtained from his work. Job satisfaction that is felt by everyone is not the same, each individual will have different levels of satisfaction according to the value system that applies to him (Widyastuti & Palupiningdyah, 2015). According to Lilia et al, (2020), Putri et al (2020), Slamet (2020); Erwin & Rosnaida (2021); Arief and Nisak (2022); Nidyawati (2022) explains that job satisfaction has a positive effect on work productivity. Job satisfaction can encourage individuals to achieve more perfect and higher productivity (Sururin et al., 2020). The existence of satisfaction in individuals can increase work productivity if the organization provides a good reaction to the results that have been completed by employees (Adiwinata & Sutanto, 2014). This situation shows that if the level of job satisfaction received by the workforce increases, their work productivity will also increase (Harrisma & Witjaksono, 2013). This is different from the opinion of Hapsari, et al (2014) who stated that job satisfaction has no effect on employee productivity. The purpose of this research is to test the effect of work experience on job satisfaction, to test the effect of work experience and job satisfaction on work productivity and to test the mediating role of job satisfaction on the effect of work experience on work productivity. It is hoped that the results of this research can contribute to factory owners knowing Z about how to increase employee productivity by looking at the results of work experience and employee job satisfaction.

Research Method

This research uses a quantitative research type approach. This research uses an explanatory research method using a research questionnaire with a Likert scale. The population used by the researcher was all employees in the production section of the Z Tofu Factory. The sample used in this study used saturated sampling, which was all employees in the production section of the Tofu Factory, totaling 45 employees. Data analysis uses path analysis with SPSS. The variables used in this research are as follows:

Variable Independent

The independent variable in this research is work experience. Manulang (2013;15) work experience is the process of forming knowledge or skills about the methods of a job due to the employee's involvement in carrying out work tasks. According to Sedarmayanti (2013) indicators of work experience are:

1. Length of time/work period, which is a measure of the length of time or period of work that a person has had to understand the tasks well and be able to carry out the work well.
2. The level of knowledge and skills possessed, referring to concepts, principles, procedures, policies or other information required by employees. Meanwhile, skills refer to the physical abilities needed to achieve or carry out a job.
3. Mastery of work and equipment - the level of mastery of a person in implementing technical aspects of equipment and work techniques who is able to carry out his work with experience.

Variable Dependent

The dependent variable in this research is work productivity, which according to Kusriyanto (2016) states that productivity is a comparison between the results achieved and the participation of labor per unit of time. The role of labor here is the use of productivity resources. The productivity indicators in this research are an adaptation of the productivity indicators according to Sutrisno (2011), namely as follows:

1. Capability, namely the employee's ability to complete the tasks given by the company.
2. Work spirit, namely the employee's desire to do their work optimally.
3. Quality, namely the good and bad production results produced by employees.
4. Efficiency is the accuracy of employees in carrying out the work that has been done.
5. Variabel Mediasi

The mediating variable in this research is job satisfaction. Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters involving physical and psychological factors. According to Afandi (2018) job satisfaction indicators include, among others:

1. Job where the content of the work someone does has satisfying elements.
2. Wages, where the amount of payment a person receives as a result of carrying out work is in accordance with needs that are felt to be fair.
3. Promotion where the possibility of someone being able to develop through promotion.
4. Supervisor, who is someone who always gives orders or instructions in carrying out work.

5. Colleagues are colleagues who help each other in completing work.

The conceptual framework in this research is as follows:

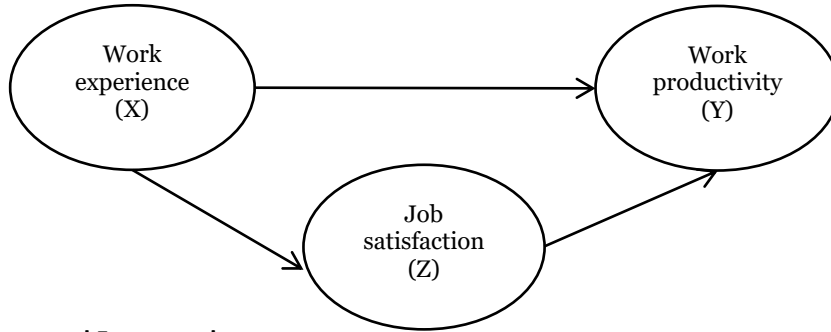


Figure 1 Conceptual Framework

The statistical equation for substructure path analysis 1 is as follows:

$$Y_1 = \rho_{zx} \cdot X + \epsilon_1 \tag{1}$$

The statistical equation for substructure path analysis 2 is as follows:

$$Y_2 = \rho_{yx} \cdot X + \rho_{yz} \cdot Z + \epsilon_2 \tag{2}$$

- Y = Work productivity
- X = Work experience
- Z = Job satisfaction
- ρ = Slope
- ϵ = Error term

The partial test used in this research uses a significance level of 5%, 1) If the significance value is ≤ 0.05 then the hypothesis is proven or significant, 2) If the significance value is > 0.05 then the hypothesis is not proven or not significant.

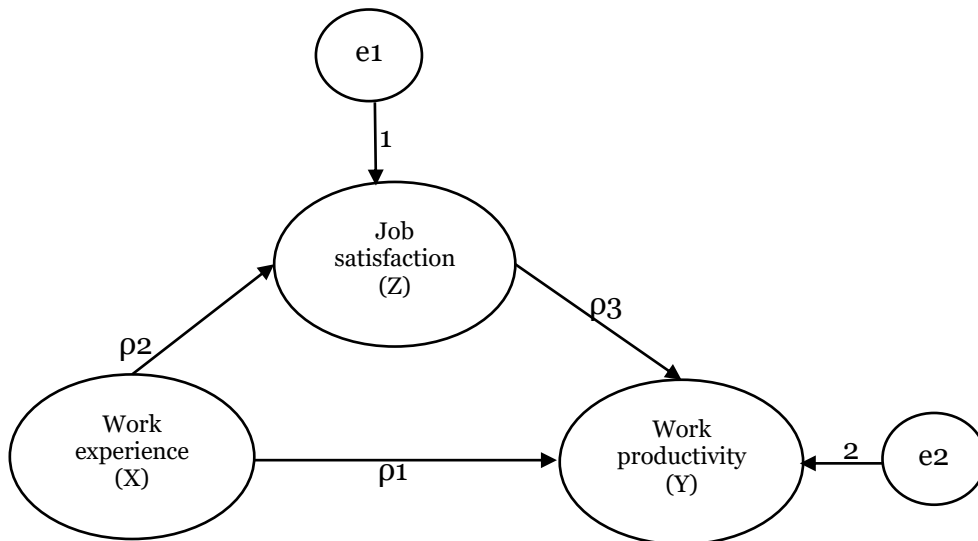


Figure 2 Path Analysis Model

Based on Figure 2, the path model proposes a relationship based on the theory that work experience has a direct relationship with job satisfaction (ρ_1), however, work experience also has an indirect relationship with work productivity, namely from work experience to job satisfaction (ρ_2) and then to work productivity (ρ_3).

$$\begin{aligned} \text{Direct influence of X on Y} &= \rho_1 \\ \text{Indirect influence of X to Z to Y} &= \rho_2 \times \rho_3 \\ \text{Total influence (X to Y correlation)} &= \rho_1 + (\rho_2 \times \rho_3) \end{aligned}$$

The value of $e_1 = \sqrt{(1-R^2)}$ while the arrow from e_2 towards financial performance shows the variance in financial performance that cannot be explained by the IC and CSR variables and the amount of $e_2 = \sqrt{(1-R^2)}$. The path coefficient is the standardized regression coefficient (Ghozali, 2018). Mediation hypothesis testing can be done using a procedure developed by Sobel and known as the Sobel test. To make it easier to test the effect of mediation, the Sobel Test can be calculated via the Online Sobel Calculator.

Result and Discussion

Result

Linearity Test

Tabel 2. Linearity Test ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	44.409	2	22.205	2.366	.008 ^b
Residual	347.191	37	9.384	-	-
Total	391.600	45	-	-	-

a. Dependent Variable: Work productivity

b. Predictors: (Constant), Work Experience, Job Satisfaction

Based on the results of data processing, it shows that the significance value is 0.008 ($0.008 < 0.05$), meaning that the relationship between the variables of work experience and job satisfaction and the variable of employee work productivity is stated to be linear.

Regression Equations

The Influence of Work Experience on Job Satisfaction

Table 3. Regression equation for work experience on job satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.385	.662		5.460	.000		
	Work experience	.104	.055	.293	1.890	.046	0.980	1.000

a. Dependent Variable: Job satisfaction

$$\text{Job satisfaction} = 7.385 + 0.104 \text{ Work experience} \quad (3)$$

This regression equation means that work experience has a regression coefficient in a positive direction, meaning that the more the employee has more experience at work, the more satisfied the employee is in his job, and vice versa, the more the employee has little experience at work, the more the employee is dissatisfied with his job.

The Influence of Work Experience and Job Satisfaction on Employee Work Productivity

Table 4 Regression equation for the influence of work experience and job satisfaction on employee work productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.775	.043		2.111	.000		
	Job satisfaction	.194	.090	.245	1.896	.036	.914	1.094
	Work experience	.191	.089	.349	2.158	.037	.914	1.094

a. Dependent Variable: Work Experience

$$\text{Work Productivity} = 5.775 + 0.194 \text{ Job Satisfaction} + 0.191 \text{ Work Experience} \quad (4)$$

The regression equation shows that:

- Work experience has a regression coefficient in a positive direction, meaning that the more experience an employee has at work, the higher the employee's work productivity, and vice versa, the more an employee does not have experience at work, the more the employee's work productivity decreases.
- Job satisfaction has a regression coefficient in a positive direction, meaning that if employees feel satisfied with their work, their work productivity will increase, and vice versa.

versa, if employees feel less satisfied with their work, their work productivity will decrease.

Hypothesis testing

Direct Influence

The Influence of Work Experience on Job Satisfaction

Based on the results of the analysis, it shows that the significance value is 0.046, which is smaller than 0.05 ($0.046 < 0.05$) with the regression coefficient showing a positive direction of 1,890, so it can be concluded that there is a significant positive influence of work experience on job satisfaction.

The Influence of Work Experience on Employee Work Productivity

Based on the analysis results, it shows that the significance value is 0.037, which is smaller than 0.05 ($0.037 < 0.05$) with the regression coefficient showing a positive direction of 2,156, so it can be concluded that there is a significant positive influence of work experience on employee work productivity.

The Influence of Job Satisfaction on Employee Work Productivity

Based on the results of the analysis, the significance value of 0.036 is smaller than 0.05 ($0.036 < 0.05$) with the regression coefficient showing a positive direction of 1.896, so it can be concluded that there is a significant positive influence of job satisfaction on employee work productivity.

Indirect Influence

To determine the indirect effect of work stress on employee work productivity through job satisfaction by looking at the significance level as follows:

$$\begin{aligned} \text{Influence of X on Y} &= 0,046 \\ \text{Influence of Z on Y} &= \underline{0,036} \times \\ \text{The influence of X on Y through Z} &= 0,002 \end{aligned}$$

The calculation results of the indirect effect of work experience on work productivity through job satisfaction are 0.002, which means less than 0.05, meaning there is an indirect effect of work experience on work productivity through job satisfaction. To determine the standard error of the influence of work experience on job satisfaction, it is determined as follows:

$$\text{Z-Value} = \sqrt{1 - R^2} = \sqrt{1 - 0,386} = 0,784$$

Based on models of the direct influence of work experience on job satisfaction and z value, the following model can be prepared:

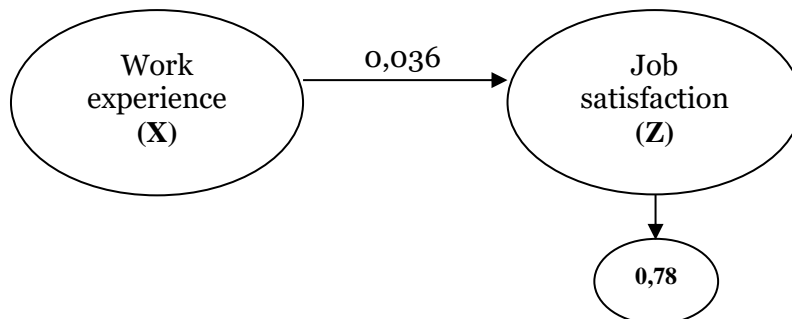


Figure 3 Model of the Influence of Work Experience on Job Satisfaction

To determine the standard error of the influence of work experience and job satisfaction on employee work productivity, it is determined as follows:

$$Z\text{-Value} = \sqrt{1 - R^2} = \sqrt{1 - 0,513} = 0,699$$

Based on models of the direct influence of work experience and job satisfaction on employee work productivity and z value, a model can be constructed as follows:

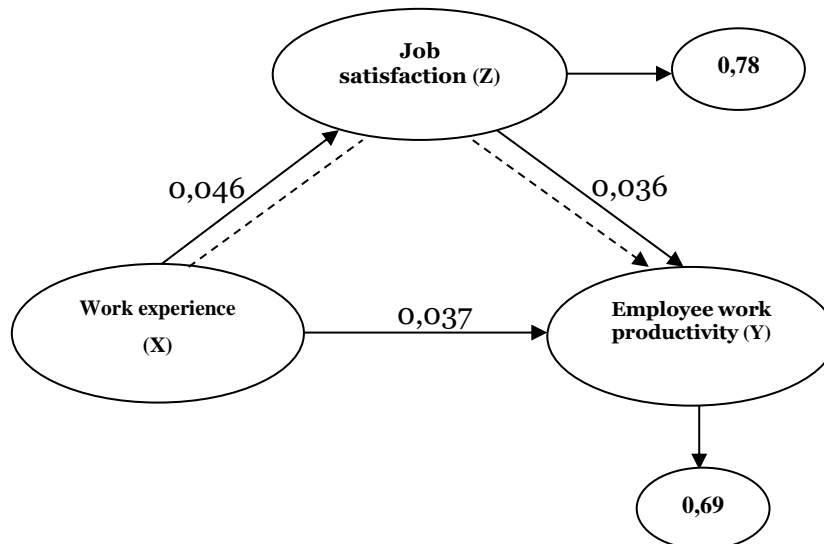


Figure 4 Model of the Influence of Work Experience on Work Productivity through Job Satisfaction

Mediation test

Based on the results of the mediation test analysis which has been carried out through the Sobel test, it can be seen that the job satisfaction variable is an intervening or mediating variable between work experience and employee work productivity.

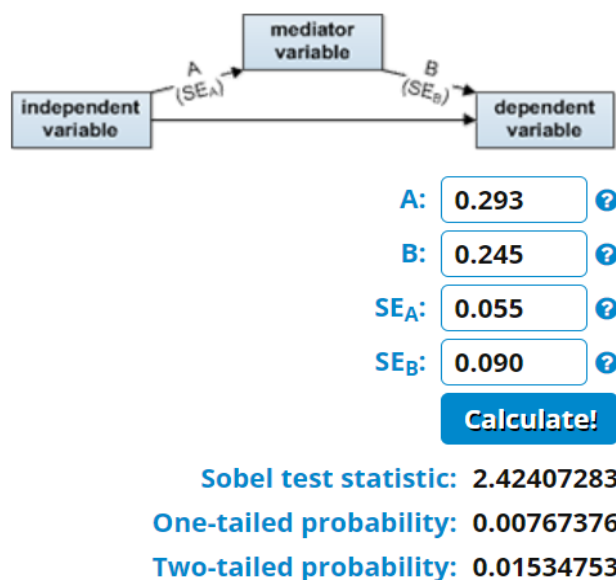


Figure 5. Mediation Test

Discussion

The Influence of Work Experience on Job Satisfaction

Based on the results of the analysis, it shows that there is a significant positive influence of work experience on job satisfaction, meaning that the more employees have more experience at work, the more satisfied the employee is in their work, and vice versa, the more employees have little experience at work, the more dissatisfied the employee is in their work. Karyawan who has a lot of experience working in a tofu factory will certainly be more satisfied with the results of his work because factory employees already have the knowledge and skills on how to make quality tofu according to company standards.

Factory employees know that Z has knowledge and skills about the work they do, so this experience makes employees more satisfied with the results of their work. Z tofu factory employees have an average of more than 5 years of work experience so they do not need a lot of guidance from the leadership so that employees will try to improve their work results and will create a sense of satisfaction with the results of their work.

This is in accordance with the opinion of Lubis (2019) which shows the results that experience has a positive and significant influence on job satisfaction. The results of this research are

supported by research conducted by Wijaya & Suana (2014) which states that the more experience, the higher the level of job satisfaction.

The Influence of Work Experience on Employee Work Productivity

Based on the results of the analysis, it shows that there is a significant positive influence of work experience on employee work productivity, meaning that the more experience employees have at work, the higher the employee's work productivity, and vice versa, the more employees do not have work experience, the more employee work productivity decreases.

This shows that the experience a person gains will help in providing knowledge and skills that are appropriate to the work he is doing. A person doing this type of work repeatedly over a long period of time will make him become more familiar and skilled in carrying out the work. The experience a person gains will help in providing knowledge and skills that are appropriate to the work he is doing. So, work experience is an important factor in carrying out a job, so that the goods or services produced have good quality and quantity.

This is in accordance with research by Malinen et al. (2018); Yona and Sastria (2019); Candra et al (2019); Princess (2020); Mulyati et al (2022); Putra et al (2022) said that work experience has a positive and significant effect on work productivity, this shows that the existence of the work experience variable statistically does influence employee productivity at work, where with good experience, employees will be more active in working and productivity will increase.

In contrast to the opinion of Snow & Lukman (2018); Kurniawan & Rimas (2021) show that work experience has no effect on employee productivity. This shows that there are still many employees who have little experience in their work.

The Influence of Job Satisfaction on Employee Work Productivity

Based on the results of the analysis, it shows that there is a significant positive influence of job satisfaction on employee work productivity, meaning that if employees feel satisfied with their work, employee work productivity will increase, and vice versa, if employees feel less satisfied with their work, employee work productivity will decrease, this shows that Job satisfaction felt by employees can increase work productivity, the more satisfied employees are, the more productive employees will be. Employees work according to their abilities and skills so they can increase work productivity.

The Z Tofu Factory has leaders who put fair pressure on all its employees, apart from that, there is good cooperation among employees so that there is self-satisfaction in each employee, employee job satisfaction is able to increase employee work productivity.

This is in accordance with the opinion of Lilia et al (2020); Putri et al (2020); Slamet (2020);

Erwin & Rosnaida (2021); Arief and Nisak (2022); Nidyawati (2022) explains that job satisfaction has a positive effect on work productivity. Job satisfaction can encourage individuals to achieve more perfect and higher productivity ([Sururin et al., 2020](#)). The existence of satisfaction in individuals can increase work productivity if the organization provides a good reaction to the results that have been completed by employees ([Adiwinata & Sutanto, 2014](#)). This is different from the opinion of Hapsari, et al (2014) who stated that job satisfaction has no effect on employee productivity.

The Influence of Work Experience on Employee Work Productivity with Job Satisfaction as Mediator

Based on the results of the analysis, it shows that job satisfaction is an intervening or mediating variable between work experience and employee work productivity. This shows that employees have satisfaction at work, but work experience still influences the work productivity produced by employees. Job satisfaction can act as a mediating influence on work experience on work productivity. This shows that the work experience that employees have is able to make employees satisfied at work so that employee work productivity increases.

This is consistent with the opinion of Krissanto et al (2022) who explain that there is a mediating ability for job satisfaction on the influence of work experience on work productivity. Ingsih, et al. (2021) found that work satisfaction can be a strong mediator of the influence of work environment, training and competency on employee performance. Likewise, Kemie & Purba (2019), who have found that job satisfaction can be a strong mediator of the influence of work experience and career management on the desire to stay in the organization.

Conclusions

Based on the research results, it is clear that there is a significant positive influence of work experience on job satisfaction, meaning that the more employees have more experience at work, the more satisfied employees are in their work. There is a significant positive influence of work experience on employee work productivity, meaning that the more experience the employee has at work, the higher the employee's work productivity. There is a significant positive influence of job satisfaction on employee work productivity, meaning that if employees feel satisfied with their work, employee work productivity will increase. Job satisfaction is an intervening or mediating variable between work experience and employee work productivity. The implications of this research show that tofu factory employees have

sufficient experience because they have worked for more than 5 years and are considered capable of completing work without needing to provide much direction, so they have satisfaction with the results of their work which has an impact on employee work productivity.

The limitation of this research is that the research sample of tofu factory employees is small in scale, so the sample used is very minimal, namely 45 respondents, so it cannot describe the experience, satisfaction and work productivity of employees. Suggestions for companies where it is known that satisfaction and experience with appropriate assessments and rewards for employees influence employee work productivity, therefore companies need to pay attention to employee satisfaction and work experience because they can increase employee work productivity. Future researchers should examine productivity in larger factories and with more production employees so as to produce more significant research results.

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