

UDC 331

**IMPROVING EMPLOYEE PERFORMANCE THROUGH WORK DISCIPLINE AND
WORK ENVIRONMENT WITH JOB SATISFACTION AS A MEDIATING VARIABLE:
A CASE STUDY OF THE REGIONAL WATER SUPPLY COMPANY
IN KOTAWARINGIN TIMUR REGENCY**

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ABSTRACT

Work discipline is a person's willingness based on awareness in obeying the rules that apply in the organization. Discipline exercised by employees will certainly have a positive impact on the organization. For work discipline organizations will guarantee the maintenance of order and the smooth implementation of tasks, so that optimal performance is obtained. The work environment is a condition of work to provide a comfortable atmosphere and work situation for employees in achieving the goals desired by the organization. A good work environment is a work environment that can support smoothness, safety, cleanliness, comfort at work and the presence of adequate facilities.

KEY WORDS

Work discipline, work environment, employee performance, satisfaction, mediating variables.

Human resources (HR) is a part that has an important role in the company, because with good performance results from employees, the company can achieve goals that are in accordance with what has been previously planned. There are many factors that can affect employee performance including work discipline, training and also work experience. Employee performance has an important role in the success of a company. Companies need employees who have good skills and abilities at work. Therefore companies need training programs as a provision for their employees to improve their performance. Apart from that, work experience also supports employee performance to do their job better.

Work discipline is a person's willingness based on awareness in obeying the rules that apply in the organization. Discipline exercised by employees will certainly have a positive impact on the organization. For work discipline organizations will guarantee the maintenance of order and the smooth implementation of tasks, so that optimal performance is obtained. Employees who have high discipline will not delay their work and always try to finish it on time even though there is no direct supervision from superiors. But on the contrary, when the awareness of the employee's work discipline is low, the employee will tend to delay work and commit violations which have an impact on decreasing employee performance. With the regulations set by the organization, it is able to foster employee awareness to be more disciplined. The results of research by (Sidanti, 2015) stated that work discipline has a positive effect on employee performance. According to Hasibuan (2016), discipline is one's knowledge and desire to comply with all company policies and existing social norms. Based on the results of research conducted by Anggoro (2020) states that work discipline has a positive effect on performance. Meanwhile, based on the results of Arianto's research (2013) work discipline has no effect on performance.

Work discipline is the awareness and willingness of individuals to comply with all company regulations and social norms that apply every year (in Tasunar, 2006). Work discipline according to Rivai (2004) is a tool used by managers to communicate with

employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company rules and applicable social norms.

The work environment is a condition of work to provide a comfortable atmosphere and work situation for employees in achieving the goals desired by the organization. A good work environment is a work environment that can support smoothness, safety, cleanliness, comfort at work and the presence of adequate facilities. So that employees feel safe, calm and happy in carrying out the tasks assigned. An unsupportive work environment causes employees to get stressed easily, feel bored quickly and have difficulty concentrating. So that it has an impact on decreasing employee performance. This is a challenge for the company, because the work environment is a place for employees to work for a long time. Therefore it is necessary to have governance such as establishing authority, efficient division of work, work environment such as proper layout, proper room lighting, and sound that does not interfere with work concentration to increase employee performance optimally. The results of research by (Taufiq, 2012) stated that the work environment has a positive effect on employee performance. Based on the results of research by Arianto (2013) the work environment has no influence (not significant) on performance

Anwar Prabu Mangkunegara (2009) argues that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is a result of work produced by an employee which is interpreted to achieve the expected goals. The success of an organization is strongly influenced by the individual performance of its employees. Every organization will always try to improve employee performance, with the hope that the company's goals will be achieved. One of the ways taken by companies or organizations in improving the performance of their employees, for example through training, creating a conducive work environment and having high work discipline. Improving employee performance will bring progress for the company to be able to survive in an unstable competitive business environment. Therefore efforts to improve employee performance are the most serious management challenge because success in achieving goals and the survival of the company depends on the quality of the performance of the human resources in it. According to (Sedarmayanti, 2011) an employee is able to carry out his activities properly, so that optimal results are achieved, if supported by an appropriate working environment condition. An environmental condition is said to be good or appropriate if humans can carry out their activities optimally, healthy, safe, and comfortable.

The factors that influence the work environment according to Sedarmayanti (2011: 26) are as follows: a. Lighting or light in the workplace, b. air temperature.c. Use of color. d. Required space. E. Safety at work. F. Employee relations. Sedarmayanti (2013: 19) says that the types of work environment are divided into 2, namely: a) physical work environment, and b) non-physical work environment. Sutrisno (2016) argues that performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks that have been assigned. charged to him as well as the quantity, quality and time used in carrying out the task.

According to Sutrisno (2016) the factors that affect employee performance:

- In an organization, good and bad performance can be measured by effectiveness and efficiency. It is said to be effective if it achieves the goal, it is said to be efficient if it is satisfying as a driving force to achieve the goal;
- Authority and responsibility in a good organization, authority and responsibility have been delegated properly, without overlapping tasks;
- Discipline in general shows a condition or attitude of respect that exists in employees towards company rules and regulations;
- One's initiative is related to intellect, creativity in the form of ideas to plan something related to organizational goals.

According to Simamora in Mangkunegara (2006) performance is influenced by three factors, namely:

- Individual factors, which include ability, background and demographics;
- Psychological factors, consisting of perceptions, attitudes, personality and motivation;
- Organizational factors, consisting of organizational structure and job design.

Job satisfaction according to Luthans in Engko (2008: 2) can be understood in three aspects. First, job satisfaction is a form of worker response to the environmental conditions of work. Second, job satisfaction is often determined by work outcomes or performance. Third, job satisfaction is related to other attitudes and is owned by every worker. Factors that influence job satisfaction according to Hasibuan (2009: 203) are as follows: 1) Fair and proper remuneration, 2) Proper placement according to expertise, 3) Lightness of work, 4) Atmosphere and work environment, 5) Equipment that spans the implementation of work, 6) The attitude of the leader in his leadership, 7) The nature of the work is monotonous or not. Indicators of job satisfaction according to Marihot (2002: 290) include: 1) Salary, 2) The work itself, 3) Co-workers, 4) Superiors, 5) Promotion, 6) Work Environment.

METHODS OF RESEARCH

This research method uses a quantitative approach, namely using primary data through questionnaires to collect data. According to (Sugiyono, 2010) quantitative research is a research method based on the philosophy of positivism that is used in certain populations or in sample data by using quantitative research tools or statistics. This research uses SmartPLS 3.3.3 to test established hypotheses.

The research location is in PDAM East Kotawaringin Regency which is located at JL. Christopher Mihing No. 05, Baamang Tengah Village, Baamang District, East Kotawaringin Regency, Central Kalimantan Province.

The population according to Sugiyono (2013) is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study was employees working in PDAM Kotawaringin Timur district, totaling 132 people consisting of 3 Section Heads, 9 Unit Heads, 9 Section Heads and 111 staff.

According to Sugiyono (2011) the sample is part of the sum of the characteristics possessed by that population. The number of samples taken in this study was all respondents. The sample in this study was based on the Slovin theory of 99 people:

$$n = \frac{N}{1 + Ne^2}$$

Where: n = Number of Samples; N = Total Population; e^2 = Set precision; 1 = Constant numbers.

The sampling technique used in this study is a saturated sample. According to Sugiyono (2015) saturated sampling is a sampling technique when all members of the population are used as samples.

This study uses 3 (three) types of variables, namely exogenous variables, intervening variables, and endogenous variables. An exogenous variable is referred to as a variable predictor, antecedent, independent. Independent variables are variables that affect or cause changes or the emergence of dependent/dependent variables (Sekaran et al, 2016; Sugiyono, 2010). This variable is an intervening variable (between) that lies between exogenous and endogenous variables, so that exogenous variables do not directly affect changes or emergence of endogenous variables (Sugiyono, 2010).

Endogenous variables are called output, criterion, consequent, dependent/dependent variables. The dependent variable is a variable that is affected or becomes a result because of the independent variable (Sugiyono, 2010).

The types and sources of research data are: a. the type of data, namely quantitative data, is data that has a tendency to be analyzed by means or statistical techniques. The data is in the form of numbers or scores obtained from the results of filling out the questionnaire by respondents, b. Data sources are primary data. According to (Indrianto and Supomo,

2013) primary data is a source of research data obtained through the results of questionnaires by respondents.

The data collection techniques are: 1. the questionnaire is used as the main data collection tool because this research is quantitative. The questionnaire contains statements with a Likert scale that is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2010). Each alternative answer is given a score or value. The measurement uses a Likert scale (likert scala) in the form of questions consisting of 5 (four) scales. The method of measurement is by measuring attitudes and agreeing or disagreeing with the objects or events described in the questions in the questionnaire, by marking (□). 2. Library Studies is a data collection technique that is used to obtain the data needed in research by reading the literature related to the problem carefully. 3. Observation is systematically observing and recording the phenomena investigated. In a broad sense, actual observation is not only limited to observations made either directly or indirectly (Sofian Effendi, Singarimbun, 1981).

The data analysis technique in this study uses Partial Least Square (PLS). PLS is a Structural Equation Modelling (SEM) equation model with an approach based on variance or component based structural equation modelling. The purpose of PLS-SEM is to develop theory or build theory (predictive orientation).

RESULTS AND DISCUSSION

Based on the results of the study, a general description of the respondents based on age was obtained, with the following results:

Table 1 – Characteristics of Respondents by Age

Age	Number of Respondents	Percentage (%)
20-30 year	18	18
31-40 year	39	40
41-50 year	30	30
>51 year	12	12
Number	99	100

Source: Primary Data, 2023.

Based on the table above, it shows that most of the respondents were aged between 20-30 years, namely 18 people, 18%, then those aged between 31-40 years, namely 39 people, 40% while those aged 41-50 years, namely 30 people, 30% and those aged aged 51 and over as many as 12 people 12%.

Based on the results of the research, a general description of the respondents based on their last education was obtained, with the following results:

Table 2 – Overview of Respondents Based on Latest Education

Final Education	Number	Percentage (%)
Masters /S2	0	0
undergraduate /S1	20	20
Senior High School (SHS)	72	73
Junior high school (JHS)	3	3
primary school	4	4
Total	99	100%

Source: Primary Data, 2023.

Based on the table above, it shows that the general description is based on the last education, namely as many as 20 people or (20%) last education Bachelor/S1, 72 people or (73%) last education SMA/MAK, 3 people or (3%) last education SMP / Equivalent, as many as 4 people or (4%) last education SD / Equivalent.

Based on the research results, a general description of the respondents based on position was obtained, with the following results:

Table 3 – Overview of Respondents Based on Position

Position	Number of Respondents	Percentage (%)
STAFF	77	78
SATPAM	5	5
KASIE	17	17
Number	99	100

Source: Primary Data, 2023.

Based on the table above, it shows that the characteristics of respondents who served as Staff was 77 people or (78%), Security guards were 5 people or (5%), were 17 people or (17%).

Evaluation of the outer model is carried out to test the feasibility of the measurement model used both in terms of validity and reliability. In evaluating the outer model with reflexive indicators, the level of validity is sought using the convergent validity and discriminant validity approaches, while in terms of reliability, it is sought with the Cronbach's alpha approach and composite reliability.

Testing on convergent validity through two approaches, namely outer loading and average variance extracted.

Outer Loadings				
Indikator	Disiplin Kerja	Kepuasan Kerja	Kinerja	Lingkungan Kerja
DK1	0,807			
DK2	0,788			
DK3	0,761			
DK4	0,861			
DK5	0,842			
DK6	0,795			
K1			0,847	
K2			0,759	
K3			0,694	
K4			0,782	
K5			0,869	
K6			0,731	
K7			0,791	
K8			0,748	
KK1		0,647		
KK2		0,876		
KK3		0,839		
KK4		0,790		
KK5		0,848		
KK6		0,865		
KK7		0,582		
LK1				0,848
LK2				0,857
LK3				0,821
LK4				0,569
LK5				0,686
LK6				0,594
LK7				0,827
LK8				0,870

Figure 1 – Convergent Validity Results (Source: Primary Data Created, 2023)

In the outer loading results in addition to all indicators for each construct it can be stated that it meets the convergent validity criteria, because all loading factor values for each indicator are greater than 0,5.

Construct Reliability and Validity				
Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Disiplin Kerja	0,895	0,907	0,919	0,655
Kepuasan Kerja	0,894	0,917	0,917	0,617
Kinerja	0,908	0,917	0,925	0,608
Lingkungan Ker	0,895	0,906	0,918	0,589

Figure 2 – Results of Average Variance Extracted (Source: Primary Data Created, 2023)

From the AVE results above, all constructs have a value greater than 0.5, so it can be concluded that all constructs in this model meet the convergent validity criteria.

The assessment of discriminant validity uses two approaches, namely the Fornell Larcker criterion and cross loading.

To assess the Fornell Larcker criterion in addition to seeing the correlation value of the variable with the variable itself is greater than the correlation of the variable with other

variables. This means that the Variable of Job Satisfaction with the Variable of Job Satisfaction (0.785) > than the Variable of Work Discipline with the Variable of Job Satisfaction (0.580). Likewise between other variables.

Variabel	Disiplin Kerja	Kepuasan Kerja	Kinerja	Lingkungan Kerja
Disiplin Kerja	0,810			
Kepuasan Kerja	0,580	0,785		
Kinerja	0,660	0,736	0,780	
Lingkungan Ker	0,350	0,617	0,575	0,768

Figure 3 – Fornell Larcker Criterion Results (Source: Primary Data Created, 2023)

Cross Loadings				
Indikator	Disiplin Kerja	Kepuasan Kerja	Kinerja	Lingkungan Kerja
DK1	0,807	0,462	0,432	0,205
DK2	0,788	0,351	0,434	0,326
DK3	0,761	0,364	0,488	0,228
DK4	0,861	0,455	0,562	0,238
DK5	0,842	0,523	0,687	0,386
DK6	0,795	0,601	0,540	0,294
K1	0,483	0,534	0,847	0,460
K2	0,580	0,706	0,759	0,667
K3	0,566	0,474	0,694	0,121
K4	0,738	0,647	0,782	0,289
K5	0,594	0,606	0,869	0,565
K6	0,464	0,328	0,731	0,400
K7	0,307	0,510	0,791	0,563
K8	0,276	0,664	0,748	0,437
KK1	0,296	0,647	0,468	0,415
KK2	0,432	0,876	0,641	0,673
KK3	0,385	0,839	0,572	0,608
KK4	0,585	0,790	0,664	0,606
KK5	0,613	0,848	0,656	0,340
KK6	0,580	0,865	0,640	0,356
KK7	0,042	0,582	0,207	0,303
LK1	0,295	0,464	0,509	0,848
LK2	0,293	0,499	0,522	0,857
LK3	0,375	0,445	0,453	0,821
LK4	0,434	0,308	0,425	0,569
LK5	0,143	0,428	0,476	0,686
LK6	0,151	0,414	0,340	0,594
LK7	0,240	0,608	0,388	0,827
LK8	0,246	0,574	0,411	0,870

Figure 4 – Cross Loading Results (Source: Primary Data Created, 2023)

To assess cross loading, it can be seen in the correlation value of the variable with the indicator being greater than the correlation value of the variable indicator itself with other variables. In the results of cross loading besides the value of work discipline indicators (DK1, DK2, DK3, DK4, DK5, and DK6) on the work discipline variable > than the work discipline indicators on the variables of job satisfaction, performance, and work environment. Likewise other variable indicators on other variable indicators.

From the results of the convergent and discriminant validity above, it can be concluded that this research instrument is valid and feasible to use.

Reliability testing is sought using Cronbach's alpha and composite reliability approaches.

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Disiplin Kerja	0,895	0,907	0,919	0,655
Kepuasan Kerja	0,894	0,917	0,917	0,617
Kinerja	0,908	0,917	0,925	0,608
Lingkungan Kerja	0,895	0,906	0,918	0,589

Figure 5 – Cronbach's Alpha and Composite Reliability Results (Source: Primary Data Created, 2023)

Cronbach's alpha value and composite reliability value are greater than 0.7 so that this research instrument is reliable.

Inner model testing can be done by looking for the value of R Square, predictive relevance, model fit, and t test.

The results of R Square in this study are as follows:

Variabel	R Square	R Square Adjusted
Kepuasan Kerja	0,532	0,524
Kinerja	0,648	0,640

Figure 6 – R Square results (Source: Primary Data Created, 2023)

Judging from the Output R Square in the table beside, it can be concluded that the structural model in this study is classified as "moderate". The interpretation of Output R Square is the performance dependent construct obtained by 0.648 or 64.8%, so that it can be said that the constructs of work discipline and work environment predict performance by 64.8% and the rest is influenced by other constructs such as work stress, organizational culture, etc.

Predictive relevance testing aims to find out how well the observed values produced by the model and the estimation of its parameters. It is known that if the Q-Square value is greater than 0, then it can be said that the model has predictive relevance.

Variabel	SSO	SSE	Q ² (=1-SSE/SSO)
Disiplin Kerja	792,000	792,000	
Kepuasan Kerja	924,000	641,042	0,306
Kinerja	1056,000	669,059	0,366
Lingkungan Kerja	1056,000	1056,000	

Figure 7 – Predictive Relevance Results (Source: Primary Data Created, 2023)

Predictive relevance testing aims to find out how well the observed values produced by the model and the estimation of its parameters. It is known that if the Q-Square value is greater than 0, then it can be said that the model has predictive relevance. From these results it is known that this research model has predictive relevance because Q2 has a value greater than 0 and can be said to be good because it is close to the value 1 (0.366).

To assess the accuracy of a model with PLS can be seen from the NFI. The NFI value close to 1 indicates that the model being tested has good accuracy (Ghozali, 2014).

	Saturated Model	Estimated Model
SRMR	0.135	0.135
d_ ULS	7.878	7.878
d_ G	7.825	7.825
Chi-Square	3227.075	3227.075
NFI	0.410	0.410

Figure 8 – Results of the Fit Model (Source: Primary Data Created, 2023)

The results of the fit model above on the NFI value show a value of 0.410 which is close to 1 indicating that the model being tested has good accuracy.

Path Coefficients		
Jalur	T Statistics (O/STDE)	P Values
Disiplin Kerja -> Kepuasan Kerja	4,840	0,000
Disiplin Kerja -> Kinerja	5,144	0,000
Kepuasan Kerja -> Kinerja	3,875	0,000
Lingkungan Kerja -> Kepuasan Kerja	4,508	0,000
Lingkungan Kerja -> Kinerja	2,161	0,031

Figure 9 – Results of Direct Effects (Source: Primary Data Created, 2023)

Testing the hypothesis using SEM with smartPLS software. Testing the hypothesis by looking at the calculated value of the Path Coefficient on the inner model test. The hypothesis is said to be accepted if the T statistic value is greater than T table 1.96 (α 5%) which means if the T statistic value for each hypothesis is greater than T table then it can be declared accepted or proven (Ghozali, 2014).

From the results of the direct effects above with the following results:

- Work discipline affects performance with the value of t statistics 5.144 > 1.96;
- The work environment influences performance with a t statistics value of 2.161 > 1.96;
- Work discipline influences job satisfaction with a t statistics value of 4.840 > 1.96;
- The work environment has an effect on job satisfaction with a t statistics value of 4.508 > 1.96;
- Job satisfaction affects performance with the value of t statistics 3.875 > 1.96.

	T Statistics (O/STDEV	P Values
Disiplin Kerja -> Kepuasan Kerja -> Kinerja	2,999	0,003
Lingkungan Kerja -> Kepuasan Kerja -> Kinerja	3,110	0,002

Figure 10 – Indirect Effects Results (Source: Primary Data Created, 2023)

From the results of the indirect effects above, it can be concluded as follows:

- Job satisfaction mediates work discipline on performance with a t statistics value of 2.999 > 1.96. Thus it can be concluded that job satisfaction mediates work discipline on performance partially. This is because before job satisfaction is included as mediation, work discipline has a significant effect on performance;
- Job satisfaction mediates the work environment on performance with a t statistics value of 3.110 > 1.97. Thus it can be concluded that job satisfaction mediates the work environment on performance partially. This is because before job satisfaction is included as mediation, the work environment has a significant effect on performance.

DISCUSSION OF RESULTS

Work discipline has a significant effect on performance. The work environment has a significant effect on employee performance. In testing the second hypothesis, it proves that the work environment has a significant effect on employee performance with a t statistics value of 2.161. Work discipline affects job satisfaction. In testing the third hypothesis, it proves that work discipline has an effect on job satisfaction with a t statistics value of 4,840. Work environment has a significant effect on job satisfaction In testing the fourth hypothesis it proves that the work environment has a significant effect on job satisfaction with a t statistics value of 4,508. Job satisfaction has a significant effect on performance. In testing the fifth hypothesis it proves that job satisfaction has a significant effect on performance with a t statistics value of 3,875. Job satisfaction mediates work discipline on performance with a t statistics value of 2,999. Job satisfaction mediates the work environment on performance with a t statistics value of 3.110.

CONCLUSION

Based on the research results of the Effect of Work Discipline and Work Environment on Performance through Job Satisfaction in PDAM East Kotawaringin Regency, the following conclusions can be drawn:

- Based on the hypothesis test, it shows that work discipline has an effect on performance with a t statistics value of 5.144 > 1.96 so that the hypothesis is accepted;
- Based on the hypothesis test, it shows that the work environment has an effect on performance with a t statistics value of 2.161 > 1.96 so that the hypothesis is accepted;
- Based on the hypothesis test shows that work discipline affects job satisfaction with a t statistics value of 4.840 > 1.96 so the hypothesis is accepted;
- Based on the hypothesis test, it shows that the work environment has an effect on job satisfaction with a t statistics value of 4.508 > 1.96. So the hypothesis is accepted;
- Based on the hypothesis test shows that job satisfaction affects performance with a t statistics value of 3.875 > 1.96 So that the fifth hypothesis is accepted;
- Based on the hypothesis test, it shows that job satisfaction mediates work discipline on performance with a t statistics value of 2.999 > 1.96. Thus it can be concluded that job satisfaction mediates work discipline on performance partially. This is because before job satisfaction is included as mediation, work discipline has a significant effect on performance so that the hypothesis is accepted;
- Based on the hypothesis test, it shows that job satisfaction mediates the work environment on performance with a t statistics value of 3.110 > 1.97. Thus it can be

concluded that job satisfaction mediates the work environment on performance partially. This is because before job satisfaction is included as mediation, the work environment has a significant effect on performance. So the hypothesis is accepted.

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