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Effects Of Organizational Culture, Career Development, Experience, And Work Discipline On Productivity At Lahat Civil Service Police Unit

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Abstract. Employee productivity in public-sector institutions is influenced by organizational and individual factors that shape the effectiveness of service delivery. This study examines the effects of organizational culture, career development, work experience, and work discipline on the work productivity of civil servants at the Lahat Regency Civil Service Police Unit. A quantitative associative design was used. The population comprised 365 employees, while 44 civil servants were selected through purposive sampling. Data were collected using questionnaires, tested for validity with Pearson's product-moment correlation and reliability with Cronbach's alpha, and analyzed using multiple linear regression, t-tests, F-tests, and the coefficient of determination. Organizational culture ($t = 2.505$; $p = 0.017$), career development ($t = 2.369$; $p = 0.023$), and work experience ($t = 3.214$; $p = 0.003$) had positive and significant effects on work productivity, whereas work discipline had a negative and non-significant effect ($t = -1.273$; $p = 0.211$). Simultaneously, the four variables significantly affected work productivity ($F = 10.508$; $p < 0.001$), explaining 51.9% of its variance. These findings highlight the importance of organizational culture, career opportunities, and work experience in strengthening public-sector productivity.

Keywords: Career Development, Organizational Culture, Work Discipline, Work Experience, Work Productivity.

INTRODUCTION

Improving the quality of human resources is a process that cannot be separated from efforts to improve the quality of educational services. To achieve high-quality educational outcomes, human resource management must be managed effectively. Human Resource Management (HRM) regulates employment relationships and roles so that personnel can contribute effectively and efficiently to the achievement of institutional objectives (Hasibuan, 2019).

Government institutions are required to continuously improve employee performance and productivity. Work productivity not only reflects an individual's ability to complete assigned tasks but also serves as a key indicator of organizational effectiveness (Yusro, 2023). The Civil Service Police Unit (Satpol PP), particularly the Community Protection Division, plays an important role in maintaining public order and protecting the community. Consequently, improving employee productivity in this unit is an organizational necessity. Sedarmayanti (2018) defines work productivity as the comparison between work outcomes and the resources used in the work process; therefore, higher productivity is an indicator of organizational success in achieving its objectives.

Factors that may influence work productivity include organizational culture, career development, work experience, and work discipline. Organizational culture is important to organizational progress because it develops from ideas and values introduced by organizational leaders and subsequently internalized by employees or members of the organization. Robbins and Judge (2017) state that organizational culture is a system of shared meaning held by organizational members that distinguishes

one organization from another. A strong organizational culture can foster positive work behavior and thereby improve work productivity.

At the Lahat Regency Civil Service Police Unit, observations indicate that several aspects of organizational culture have not yet been consistently internalized. Although the organizational structure and work procedures have been established, some employees do not fully understand or apply core organizational values such as integrity, service orientation, and professionalism. A gap also remains between the expected organizational culture and employees' behavior in the field, as reflected in limited responsibility, insufficiently open communication, and weak teamwork. A collegial work culture has not been optimally developed, which can reduce coordination among team members when performing community protection duties. These conditions indicate that an organizational culture that is not effectively implemented may reduce employee productivity.

Table 1. Organizational Culture Practiced by Civil Servants at the Lahat Regency Civil Service Police Unit

No.	Type of Organizational Culture	General Characteristics	Participating Employees
1	Hierarchical Culture	Rule compliance, high stability	5 employees
2	Discipline and Loyalty Culture	Punctuality, obedience to supervisors, commitment to duties	7 employees
3	Family-Oriented Culture	Team cohesion, open communication, supportive work atmosphere	8 employees
4	Innovative Culture	Flexible, responsive to situations, proactive	3 employees
5	Performance and Target Culture	Focus on work outcomes, efficiency, and target achievement	5 employees

Source: Lahat Regency Civil Service Police Unit, 2025

Table 1 indicates that employee participation in organizational culture-related activities at the Lahat Regency Civil Service Police Unit remains limited, as some personnel do not participate in activities organized by their supervisors. Career development also presents several problems. Employee career pathways have not been supported by a clear and systematic framework for either promotion or competency development. Limited technical and non-technical training has contributed to stagnation in employee capacity, particularly in responding to increasingly complex community protection challenges. Insufficient learning opportunities and continuous coaching may also reduce employees' motivation to improve their performance. The training activities provided to support career development are presented in Table 2.

Table 2. Training Activities to Support Career Development

No.	Type of Career Development	Activity Description	Participating Employees
1	Functional Training	Training to improve functional competencies related to community protection duties	4 employees
2	Technical Training	Technical training such as conflict management	2 employees
3	Workshop/Seminar	Seminars on public order and	6 employees

		community services	
4	Rank/Position Promotion	Structural promotion as a form of career development	4 employees
5	Internal Training	Direct training provided by local supervisors	7 employees

Source: Lahat Regency Civil Service Police Unit, 2025

Work experience is closely related to employees' ability and proficiency in carrying out assigned duties. It is not limited to the skills, expertise, and competencies possessed by employees, but also reflects the length and breadth of their involvement in work within an institution. The more experience employees acquire, the more proficient they are likely to become in performing their work. Employees at the Lahat Regency Civil Service Police Unit have varying lengths of service; longer tenure generally provides greater work experience. Table 3 presents the length of service of civil servants at the Lahat Regency Civil Service Police Unit.

Table 3. Employee Length of Service

No.	Years	Total	Percentage
1.	< 5 Years	9	20.45%
2.	6-10 Years	12	27.27%
3.	11-20 Years	11	25%
4.	21-29 Years	8	18.18%
5.	> 30 Years	4	9.10%
Total		44	100 %

Source: Lahat Regency Civil Service Police Unit, 2025

Employees with strong skills and adequate work facilities may continue to produce optimal results even when their level of work discipline is not particularly high. In practice, work discipline is sometimes neglected, as reflected in late arrival, absence from the office during working hours, postponement of tasks, and leaving the workplace before the scheduled time. For some employees, attendance recording appears to be treated as the primary requirement. Table 4 presents the attendance record of employees at the Lahat Regency Civil Service Police Unit.

Table 4. Employee Attendance at the Lahat Regency Civil Service Police Unit in 2025

No.	Period	Number of Employees	2025 Absent	%
1	January	44	3	11.54
2	February	44	2	7.69
3	March	44	4	15.38
4	April	44	1	3.85
5	May	44	2	7.69
6	June	44	1	3.85
7	July	44	2	7.69
8	August	44	3	11.54
9	September	44	2	7.69
Total			26	100

Source: Lahat Regency Civil Service Police Unit, 2025

The problems identified in the Community Protection Division of the Lahat Regency Civil Service Police Unit indicate that both the quality and quantity of employee work have not yet reached an optimal level. This study therefore examines the effects of organizational culture, career development, work experience, and work discipline on the work productivity of civil servants at the Lahat Regency Civil Service Police Unit. Based on this background, the study addresses the following questions: (1) Does organizational culture affect the work productivity of civil servants at the Lahat Regency Civil Service Police Unit? (2) Does career development affect their work productivity? (3) Does work experience affect their work productivity? (4) Does work discipline affect their work productivity? and (5) Do organizational culture, career development, work experience, and work discipline simultaneously affect their work productivity?

LITERATURE REVIEW

Organizational Culture

Jones (2021:110) defines organizational culture as the shared views and aspirations held by employees within a company or organization. Similarly, Freytag (2019:147) describes organizational culture as the beliefs and values that bind an organization and guide employees in carrying out their activities.

Career Development

According to Simamora (2019:143), career development encompasses career planning and career management. Career planning is the process through which individual employees identify and take the steps required to achieve their career goals. Suwanto (2021:134) defines career development as a formal approach used by an organization to ensure that employees with appropriate qualifications and experience are available when needed.

Work Experience

According to Manulang (2019:15), work experience is the process through which employees develop knowledge or skills related to work methods as a result of their involvement in performing job duties. A person's level of mastery of job-related knowledge and skills can be assessed from length of service and the level of knowledge and skills acquired.

Wariati (2021:135) defines work experience as the knowledge and skills possessed by an employee in carrying out responsibilities derived from previous employment. Hasibuan (2019:55) argues that experienced individuals are generally more ready to perform assigned work. Therefore, an applicant's work experience should receive substantial consideration during the selection process.

Work Discipline

Work discipline is a managerial instrument used to communicate with employees so that they are willing to change negative behavior, while also increasing their awareness and willingness to comply with organizational rules and applicable social norms (Handoko, 2019:54). Fathoni (2020:76) defines work discipline as an individual's awareness and willingness to comply with company regulations and applicable social norms. Similarly, Hasibuan (2019:21) views work discipline as a person's awareness and willingness to comply with all organizational rules and prevailing social norms.

Work Productivity

According to Syarif (2021:1), work productivity is a term frequently used in industrial development planning and, more broadly, in national economic development planning. Productivity is generally associated with production and economic perspectives, although it is

also linked to sociological considerations. Ultimately, organizational activities are intended to improve public welfare, including the welfare of the workforce itself.

METHODS

This study employed a quantitative associative research design to examine relationships and effects among two or more variables. A quantitative approach was used because the research data were numerical and analyzed statistically. The study examined the partial and simultaneous effects of organizational culture, career development, work experience, and work discipline on the work productivity of civil servants at the Lahat Regency Civil Service Police Unit.

The population consisted of all 365 employees of the Lahat Regency Civil Service Police Unit, including civil servants, full-time Government Employees with Employment Agreements (PPPK), part-time PPPK employees, and non-civil-service personnel. Purposive sampling was applied using civil-servant status as the inclusion criterion; consequently, all 44 civil servants were included as the research sample.

The study used both quantitative and qualitative data. Quantitative data consisted of employee records and questionnaire responses, while qualitative data comprised the profile, history, and general description of the Lahat Regency Civil Service Police Unit. Inferential statistical analysis was performed using multiple linear regression, t-tests, the F-test, and the coefficient of determination (R^2) to determine the effects of the independent variables on the dependent variable.

RESULTS AND DISCUSSION

Results

Table 1. Multiple Regression Analysis

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	2.585	7.515		.344	.733
Organizational Culture	.325	.130	.385	2.505	.017
Career Development	.403	.170	.376	2.369	.023
Work Experience	.396	.123	.428	3.214	.003
Work Discipline	-.194	.153	-.225	-1.273	.211

a. Dependent Variable: Work Productivity

Source: SPSS Data Processing Results, 2026

Based on the data analysis presented in the table above, the multiple regression equation is:

$$\hat{Y} = 2.585 + 0.325X_1 + 0.403X_2 + 0.396X_3 - 0.194X_4$$

The regression model has an intercept of 2.585. This value represents the predicted level of work productivity when organizational culture (X_1), career development (X_2), work experience (X_3), and work discipline (X_4) are held at zero.

The coefficient for organizational culture is +0.325. The positive sign indicates a positive relationship between organizational culture and work productivity. Holding career development (X_2), work experience (X_3), and work discipline (X_4) constant, a one-unit increase in organizational culture (X_1) is associated with a 0.325-unit increase in work productivity.

The coefficient for career development is +0.403, indicating a positive relationship with work productivity. Holding organizational culture (X1), work experience (X3), and work discipline (X4) constant, a one-unit increase in career development (X2) is associated with a 0.403-unit increase in work productivity.

The coefficient for work experience is +0.396, indicating a positive relationship with work productivity. Holding organizational culture (X1), career development (X2), and work discipline (X4) constant, a one-unit increase in work experience (X3) is associated with a 0.396-unit increase in work productivity.

The coefficient for work discipline is -0.194, indicating a negative relationship with work productivity. Holding organizational culture (X1), career development (X2), and work experience (X3) constant, a one-unit increase in work discipline (X4) is associated with a 0.194-unit decrease in work productivity.

Partial Test (t-Test)

The t-test was used to determine the partial effect of each independent variable—organizational culture (X1), career development (X2), work experience (X3), and work discipline (X4)—on the dependent variable, work productivity (Y).

The test of organizational culture (X1) produced a significance value of 0.017. Because $p = 0.017 < 0.05$, the null hypothesis is rejected, indicating that organizational culture has a statistically significant effect on work productivity (Y).

The test of career development (X2) produced a significance value of 0.023. Because $p = 0.023 < 0.05$, the null hypothesis is rejected, indicating that career development has a statistically significant effect on work productivity (Y).

The test of work experience (X3) produced a significance value of 0.003. Because $p = 0.003 < 0.05$, the null hypothesis is rejected, indicating that work experience has a statistically significant effect on work productivity (Y).

The test of work discipline (X4) produced a significance value of 0.211. Because $p = 0.211 > 0.05$, the null hypothesis is not rejected, indicating that work discipline does not have a statistically significant effect on work productivity (Y).

F-Test

The F-test was used to determine whether organizational culture (X1), career development (X2), work experience (X3), and work discipline (X4) jointly have a statistically significant effect on work productivity (Y). The calculated F-value was compared with the critical F-value; when $F_{\text{calculated}} > F_{\text{table}}$ and $p < 0.05$, the null hypothesis is rejected. The analysis was conducted using SPSS for Windows.

Table 2. Analysis of Variance

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	589.336	4	147.334	10.508	.000 ^b
	Residual	546.845	39	14.022		
	Total	1136.182	43			

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Work Discipline, Work Experience, Organizational Culture, Career Development

Source: SPSS Data Processing Results, 2026

The simultaneous test produced $F = 10.508$, which is greater than $F_{table} = 2.62$, with $p < 0.001$. Therefore, the null hypothesis is rejected. Organizational culture (X1), career development (X2), work experience (X3), and work discipline (X4) jointly have a statistically significant effect on the work productivity of employees at the Lahat Regency Civil Service Police Unit.

Coefficient of Determination

Table 3. Correlation Coefficient (R) and Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 ^a	.519	.469	3.74455

a. Predictors: (Constant), Work Discipline, Work Experience, Organizational Culture, Career Development

Source: SPSS Data Processing Results, 2026

The multiple regression analysis produced a multiple correlation coefficient (R) of 0.720, indicating a strong relationship between organizational culture (X1), career development (X2), work experience (X3), work discipline (X4), and the work productivity of employees at the Lahat Regency Civil Service Police Unit.

The coefficient of determination (R²) is 0.519. This means that 51.9% of the variation in the work productivity of employees at the Lahat Regency Civil Service Police Unit can be explained by organizational culture (X1), career development (X2), work experience (X3), and work discipline (X4), while the remaining 48.1% is explained by other variables not included in the model.

The adjusted R² is 0.469, providing a more conservative estimate of the model's explanatory power after accounting for the number of predictors. Thus, approximately 46.9% of the variation in employee work productivity is explained by the four independent variables after adjustment.

Discussion

Effect of Organizational Culture on Work Productivity

The SPSS results show that organizational culture (X1) has a positive effect on work productivity (Y). The regression coefficient of 0.325 indicates that, all other variables being held constant, a one-unit increase in organizational culture is associated with a 0.325-unit increase in work productivity. The partial test also shows a statistically significant effect; therefore, the null hypothesis is rejected.

This finding is consistent with the previous study by Hakimah et al. (2023), entitled "Organizational Culture and Work Discipline on Employee Productivity at the Kertapati Unit of PDAM Palembang," which reported that organizational culture had a positive effect on work productivity.

The result is also consistent with Robbins (2019), who describes organizational culture as a system of shared values and meanings within an organization, government agency, or company that is embraced by employees and distinguishes one organization from another.

Organizational culture is closely related to work productivity because the values, norms, and habitual practices within an organization influence employees' attitudes and behavior in performing their duties. A positive culture can strengthen motivation, commitment, discipline, and cooperation among employees, enabling work to be completed more effectively and efficiently.

Effect of Career Development on Work Productivity

The SPSS results show that career development (X2) has a positive effect on work productivity (Y). The regression coefficient of 0.403 indicates that, all other variables being held constant, a one-unit increase in career development is associated with a 0.403-unit increase in work productivity. The partial test confirms that this effect is statistically significant; therefore, the null hypothesis is rejected.

This finding is consistent with the previous study by Aliefiani et al. (2023), entitled "The Effect of Career Development, Organizational Culture, and Workload on Employee Work Productivity (HRM Literature Review)," which reported a positive effect of career development on work productivity.

The result is consistent with Suwanto (2020), who defines career development as a formal approach used by organizations to ensure that appropriately qualified and experienced employees are available when required.

Career development is strongly related to employee productivity because the development of skills, knowledge, and experience makes employees more competent in carrying out their duties and responsibilities. Training programs, promotion opportunities, and clear career planning can increase motivation, work enthusiasm, and employees' sense of responsibility toward the organization. When employees perceive opportunities for advancement, they tend to work more optimally and demonstrate better performance. As noted by Dessler, career development prepares individuals for greater responsibilities and ultimately contributes to organizational effectiveness and work productivity.

Effect of Work Experience on Work Productivity

The SPSS results show that work experience (X3) has a positive effect on work productivity (Y). The regression coefficient of 0.396 indicates that, all other variables being held constant, a one-unit increase in work experience is associated with a 0.396-unit increase in work productivity. The partial test confirms that this effect is statistically significant; therefore, the null hypothesis is rejected.

This finding is consistent with the previous study by Pranoto et al. (2026), entitled "The Effect of Work Discipline and Work Experience on Work Productivity at PT Ungaran Sari," which found that work experience had a positive effect on work productivity.

The result is also consistent with Foster (2021:48), who defines work experience as a series of activities or tasks that an individual has performed in a particular job or position over a certain period.

Employee work experience is closely related to productivity because longer and broader experience generally improves skill, accuracy, and efficiency in completing tasks. Experienced employees tend to understand assignments more quickly, solve problems more effectively, and reduce work-related errors. Experience also supports better decision-making because employees can draw on situations encountered previously, thereby improving overall work outcomes.

Effect of Work Discipline on Work Productivity

The SPSS results indicate that work discipline (X4) has a negative coefficient in relation to work productivity (Y). The coefficient of -0.194 suggests that, holding the other variables constant, a one-unit increase in work discipline is associated with a 0.194-unit decrease in work productivity. However, the partial test shows that this relationship is not statistically significant ($p = 0.211$); therefore, the null hypothesis is not rejected.

This finding is consistent with the study by Taufan et al. (2024), entitled “The Effect of Work Discipline and Work Motivation on Employee Productivity at PT Mount Scopus Indonesia, South Jakarta,” which reported that work discipline did not have a positive significant effect on work productivity.

The concept of work discipline is consistent with Hasibuan (2019:21), who defines it as a person's awareness and willingness to comply with organizational regulations and prevailing social norms. Rivai (2019) similarly describes work discipline as a managerial tool for communicating with employees to encourage changes in negative behavior and to increase awareness and willingness to comply with organizational rules and social norms.

Nevertheless, the present results show that work discipline does not significantly affect work productivity. This indicates that compliance with applicable rules does not necessarily translate directly into higher work output. Excessively rigid discipline may also reduce creativity and work flexibility, which can adversely affect performance. Accordingly, work discipline may not always have a direct effect on employee productivity because other factors can play a more dominant role in determining work outcomes.

Simultaneous Effects of Organizational Culture, Career Development, Work Experience, and Work Discipline on Work Productivity

The SPSS results show that organizational culture (X1), career development (X2), work experience (X3), and work discipline (X4) jointly affect work productivity (Y). The simultaneous F-test resulted in $F = 10.508$ with $p < 0.001$, indicating that the model is statistically significant. Therefore, the null hypothesis is rejected, and the four independent variables collectively contribute to variations in employee work productivity.

This finding is consistent with the previous study by Enggana (2017), entitled “The Effect of Organizational Culture and Work Discipline on Work Productivity at PT Bank Mestika Dharma, Tbk., Pematangsiantar Branch,” which supports the importance of organizational culture and work-related behavioral factors in explaining employee productivity.

The finding is consistent with Jones (2021), who explains organizational culture as shared views and aspirations adopted by employees within a company or organization. Kaswan (2019) describes career development as an integrated set of individual and organizational activities intended to improve employees and balance individual career aspirations with career paths established by the organization. Manulang (2019:15) defines work experience as the process of developing knowledge or skills related to work methods through employees' involvement in job duties, while Fathoni (2020) defines work discipline as an individual's awareness and willingness to comply with organizational regulations and prevailing social norms.

Organizational culture, career development, work experience, and work discipline are four interrelated elements that support higher work productivity. A positive organizational culture creates a conducive work environment and motivates employees to behave in accordance with organizational values and norms. Career development provides opportunities to strengthen employees' skills and competencies so that they are better prepared to respond to job demands. Work experience reinforces technical and professional capabilities through direct practice, while work discipline helps ensure that duties are performed in a timely and orderly manner.

CONCLUSION AND RECOMMENDATIONS

The results indicate that organizational culture, career development, and work experience each have a significant partial effect on the work productivity of civil servants at the Lahat Regency Civil Service Police Unit. Work discipline, however, does not have a statistically significant partial effect on employee productivity. Simultaneously, organizational culture, career development, work experience, and work discipline have a significant effect on the work productivity of civil servants at the Lahat Regency Civil Service Police Unit.

Based on these findings, the Lahat Regency Civil Service Police Unit should continue to strengthen a work culture that emphasizes cooperation, responsibility, and professionalism so that employees are more motivated to improve their productivity. Training, coaching, and clear career-planning programs should also be developed to strengthen employee competence and work experience. Supervision and the consistent application of work discipline should be improved so that duties are performed in accordance with established procedures and responsibilities. Employees' work experience should also be utilized through mentoring and effective task allocation to improve overall work productivity.

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