

**THE EFFECT ANALYSIS OF WORK EXPERIENCE AND WORK
MOTIVATION ON WORK MOTIVATION AT PT. PELABUHAN
INDONESIA IV (PERSERO) TARAKAN BRANCH,
NORTH KALIMANTAN**

¹Sutiyono, ²Ana Srikaningsih, ³Agus Susanto, ⁴Achmad Daengs GS
^{1,3}Universitas Terbuka, ²STIE Bulungan, ⁴Universitas 45 Surabaya

email : ¹sutiyonoadt71@gmail.com, ²srikaningsih.ana@gmail.com,
³sugus@ecampus.ut.ac.id, ⁴adaengsgs@univ45.ac.id

Abstract

The reason for this review was to examine the impact of work understanding and work inspiration on work inspiration at PT. Pelabuhan Indonesia IV (Persero) Tarakan branch, North Kalimantan. Likewise, the impact of work inspiration as an intermediate variable between understanding work and inspiration from working at PT. Pelabuhan Indonesia IV (Persero) Tarakan branch, North Kalimantan. The population in this center, as well as during the study, is mostly PT. Pelabuhan Indonesia IV (Persero) Tarakan branch with over 37 employees, including 1 chief supervisor, 5 boat directors and 31 employees. The logical procedure used is a path study using SPSS programming. The results showed that the work experience variable had a positive and critical impact on the work inspiration of the PT Pelabuhan Indonesia IV (Persero) Tarakan branch. Variable work experience has a positive and tremendous impact on the exhibitor's trade show.

Keywords: *work experience, work motivation, employee performance*

I. INTRODUCTION

Tarakan as the largest city in North Kalimantan has great potential in the field of transportation and a leading community in the plantation sector, so this area must be developed and become a developing area as a border area. This effort has been done by making a harbor inside the Tarakan zone which is directly managed by PT. Pelabuhan Indonesia IV (Persero). Management of this port is certainly not as easy as one might imagine, considering that Tarakan as a border area will have great potential

related to other transportation activities and import and export activities. In order to support the successful performance of PT. Pelabuhan Indonesia IV (Persero), must have good management and be supported by competent human resources in the port sector.

Performance is the result of achievement level on the implementation of certain tasks. According to Gomes (2013: 160), worker execution is an augmentation capacity of representative exertion, which is upheld by high inspiration,

with worker capacities, which are gotten through works out. Improved performance, which means good performance, will be a feedback for the business, or the motivation of workers at the next stage.

The good performance of an agency will be determined by the leadership in managing the household of the agency. One of the tasks that must be carried out by a leader is to provide encouragement or motivation to his subordinates. This is consistent with one of the tasks that must be carried out by a leader is to provide encouragement or work motivation to his or her employees. Hamzah (2014: 1), inspiration is the fundamental drive that moves an individual to act. This inclination dwells in somebody who moves him to accomplish something as per his internal desire. Inspiration is a power, both from the inside and from outside that urges an individual to accomplish specific foreordained objectives. As stated by Sugihartono (2012: 20) inspiration is characterized as a condition that causes or brings about specific conduct and which provides guidance and flexibility to that conduct. Inspiration is fundamentally a course of attempting to impact somebody to do what we need. All in all, it is an outside encourage for somebody to need to accomplish something. By main thrust here is implied the regular inclination to fulfill the necessities of life, and the propensity to support life. The essential key for that is, as a matter of fact, a profound comprehension of people. In this study the authors use indicators of motivation according to Rivai (2014: 456) which consist of compensation, work environment and promotion.

The inspiration given to subordinates will affect representative execution, so the higher the work inspiration of the worker, the higher the worker's exhibition will in general be. To have high work motivation is not as easy as imagined, but it must be built from the ground up and takes a long time. In addition, the rights and needs of employees in the organization must be properly fulfilled and the rights of employees must be balanced with the obligations of employees at work. According to the study by Martin, et al (2017) and Mulyeni (2018), it demonstrates that work inspiration tends to further develop representative execution. This can be deciphered that the presence of work inspiration affects worker execution and authoritative execution. Similarly, work inspiration at PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch additionally should be thought of, where the privileges and commitments of workers should be adjusted. Representatives of PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch feels that the division of errands and obligations of work is as yet not very much organized, so that covering work frequently happens.. This condition must be corrected immediately, so that employees feel comfortable at work

The second factor that determines employee performance is the employee's work experience. Experience is a work history that is owned by an employee. Marwansyah in Wariati (2015: 76) work experience is an information, abilities, and capacities inborn in an individual to do the obligations of his past work. According to Manullang (2008:102),

experience is very important in the employee selection process, because experience can show what prospective employees can do. Experience can show what an employee can do, where expertise and experience are two qualifications that are always considered in improving an employee's ability. Hence, an employee who has experience in carrying out various duties is always better than an employee who does not have experience.

Different elements impact work experience including individual foundation, gifts and interests, mentalities and requirements, just as logical and manipulative capacities (Handoko in Basari (2012: 83). The work indicators of experience according to Sartika (2015: 64) are the length of time or work period, level of knowledge and skills, and mastery of work and equipment. The finding of research by Lia (2018), Wungow and Adolfina (2018), Wanceslaus, et al (2018), Alias and Serlin (2018), prove that work experience has a significant influence on employee productivity or performance.

The presence of these exact discoveries, then, at that point, PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch should focus on worker skill, where this ability is connected with representative work insight in doing their obligations. As a rule, PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch is as yet overwhelmed by new representatives, so from the worker's work experience it is viewed as that they actually should be improved. Employees who already have work experience or senior employees must be willing to

guide their juniors in working in the field, bearing in mind that work at PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch is quite a lot and there are still some new employees who need guidance in carrying out their work.

Work insight and work inspiration of representatives at PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch ought to be a not kidding worry to further develop representative execution and organization execution. PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch should expect the presence of representatives who have not exactly ideal execution, for instance: the work that is the obligation of the worker isn't finished without really wasting any time, there are still mistakes in finishing the work. The presence of these issues, potentially brought about by elements of worker experience at work and representative inspiration. The work insight of representatives in the Class III Tarakan Harbormaster and Port Authority Offices is overwhelmed by new representatives by 34% and the individuals who have work insight of under 5 years as much as 39%, while workers who have long work experience need to give work help to new representatives, especially connected with field work.

As said by Marwansyah in Wariati (2015: 76) work experiences are knowledge, skills, and abilities inherent in a person to carry out the responsibilities of his previous job. Experience is very important in the employee selection process, because experience can show what prospective employees can do (Manullang, 2008: 102).

Experience can provide information on what a prospective employee can do when applying for a job. Expertise and experience are two qualifications that are always considered in the employee selection process in the selection process. Generally, companies tend to choose experienced workers.

Based on the results of Lia's research (2018), which explains that the work experience possessed by employees will have an impact on the level of one's work motivation. This finding also provides information that employees with high work skills and long working hours are able to complete work well with satisfactory results. Based on the empirical study above, the first hypothesis in this study can be formulated as follows:

H1: Work experience has an effect on employee motivation at PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch, North Kalimantan.

Work experience an individual has will be affected by a few variables, as follows: 1) Personal foundation, which incorporates schooling, courses, preparing, work. To show what somebody has done previously; 2) Talent and interest, to gauge an individual's advantage and limit or capacity in completing work; 3) Attitudes and requirements to anticipate one's liability and authority in work; 4) Analytical and manipulative abilities to acquire evaluation and examination abilities. Specialized abilities and capacities, to survey capacities in specialized parts of work . (Basari, 2012:83).

Based on empirical studies of the previous research conducted by Lia (2018), Wungow and Adolfina

(2018), Wanceslaus, et al (2018), Alias and Serlin (2018), demonstrate that work experience affects worker usefulness or execution. Work experience moved by representatives will make it more straightforward for representatives to finish any work doled out to workers. In light of the exact concentrate over, the subsequent theory in this review can be defined as follows:

H2: Work experience has an effect on employee performance at PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch, North Kalimantan.

Mangkunegara (2015: 67) characterized that the elements that could influence the exhibition accomplishment are element of the capacity and the inspiration. The capacity factor is connected with possible capacity (IQ) and reality capacity, implying that representatives who have a normal (IQ 110-120) sufficient for their position and are talented in accomplishing their day by day work, then, at that point, it will be simpler for them to accomplish the normal presentation. Thusly, representatives should be put in positions that match their skill. Inspiration factor, where inspiration is shaped from the mentality of a worker in managing work circumstances. Inspiration is a condition that moves representatives who are coordinated to accomplish hierarchical objectives (work objectives). Mental disposition is a state of mind that urges representatives to attempt to accomplish most extreme work execution. (Mentally pre-arranged mental disposition) implies that a representative should be intellectually

ready, genuinely skilled, comprehend the principle objectives and work focuses to be accomplished, have the option to exploit them in accomplishing work circumstances.

Based on empirical studies on research conducted by Martin et al. (2017) and Mulyeni (2018), it is demonstrated that work inspiration tends to further develop worker execution. This can be deciphered that the presence of work inspiration affects worker execution and authoritative execution. Employees who work without good motivation, it is certain that they will produce bad work. Motivation is often the key to success in carrying out work, so activities to motivate employees must be carried out regularly and well planned. Based on the empirical study above, the third hypothesis in this study can be formulated as follows:

H3: Work motivation has an effect on employee performance at PT. Pelabuhan Indonesia IV

(Persero) Tarakan Branch, North Kalimantan.

An agency will get a better performance value if it carries out work motivation activities for employees regularly and well planned. This shows that work motivation has become an important factor in improving or increasing employee performance so far. The combination of work experience and work motivation will result in employee performance that is sustainable and continues for a long time. Based on this description, the third hypothesis in this study can be formulated as follows:

H4: Employee motivation as an intervening variable between work experience and employee performance at PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch, North Kalimantan.

Based on the description of the theory above, the author makes a framework of thinking as follows:

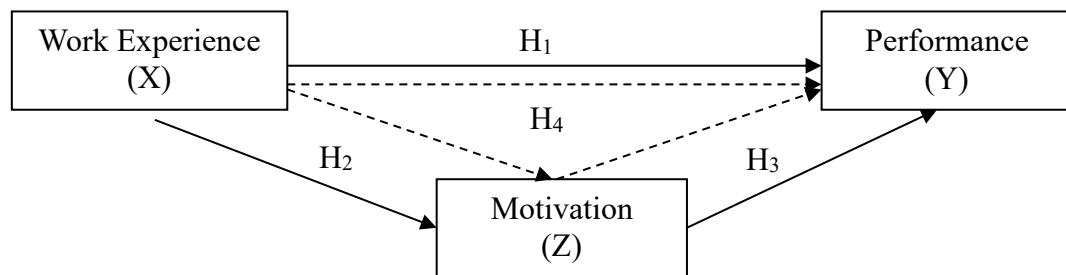


Figure : Rationale Framework

Organizations that have capability in the fields of showcasing, assembling and advancement can make its as a source to accomplish upper hand (Daengs GS, et al. 2020:1419).

To discover the consequences of the data, the method of information

investigation is likewise use to test to the speculations set forward by the analysts, in light of the fact that the examination of the information gathered to decide of the impact of the autonomous factors on the connected factors is utilize numerous linier

measurable test. (Enny Istanti, et al, 2020:113).

The exploration configuration is an arrangement to decide the assets and information that will be utilized to be handled to address the examination question. (Asep Iwa Soemantri, 2020:5).

Time usage abilities can facilitate the execution of the work and plans illustrated. (Rina Dewi, et al. 2020:14)

Standard of the organization requests with respect to the outcomes or result delivered are expected to foster the organization. (Istanti, Enny, 2021:560).

2. Research Method

This review worked under a quantitative illustrative examination approach, where this review will portray various factors connecting with the issue and the unit under review among the peculiarities being tried. In light of the sort of exploration as indicated by the time aspect, this examination is remembered for a cross-sectional review. Wellsprings of data in this review are research

respondents, for this situation are workers of PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch. The populace in this concentrate just as the exploration test are largely representatives at PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch upwards of 37 individuals comprising of 1 General Manager, 5 boat administration directors and 31 staff

Research instrument utilizes a survey comprising of a few explanations which are estimated utilizing a Likert scale. This Likert scale utilizes five classes, to be specific 1 = firmly deviate, 2 = dissent, 3 = nonpartisan, 4 = concur, 5 = unequivocally concur (Riyanto and Hatmawan (2020: 24). This review played out a way examination approach utilizing a logical methodology straight relapse, with primary condition demonstrating plan.

3. Research Results and Discussion

The first equation is about the effect of work experience on employee motivation at PT Pelabuhan Indonesia IV (Persero) Tarakan Branch.

Table 1.
 The Effect of Work Experience on Work Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,852	,424		4,365	,000
	Work experience	,477	,110	,592	4,342	,000

a. Dependent Variable: Work motivation

In this way the relapse condition depends on normalized coefficients as follows: $Z = 0.424 + 0.110 X$. The relapse coefficient of the work

experience variable (β_1) is 0.110, implying that assuming work experience has expanded by 0.110, the work inspiration of

representatives of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch will increment of 0.110.

The second condition about work experience impact on worker execution with work inspiration as a mediating variable at PT Pelabuhan Indonesia IV (Persero) Tarakan

Branch, concerning the outcomes acquired from research and in the wake of going through the phases of the information handling process the outcomes got, which would then be able to be carried out as examination as following :

Table 2.
 The Effect of Work Experience and Work Motivation on Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,372	,558		,666	,510
	Work experience	,402	,144	,400	2,788	,009
	Work motivation	,536	,179	,429	2,992	,005

a. Dependent Variable: Employee performance

In this manner the relapse condition depends on normalized coefficients as follows: $Y = 0.558 + 0.144 X + 0.179 Z + e$

The relapse coefficient for the work experience variable (β_1) is 0.144, implying that assuming work experience has expanded, then, at that point, the exhibition of the representatives of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch will increment by 0.144, accepting the work inspiration variable is viewed as consistent. The relapse coefficient of the work

inspiration variable (β_2) is 0.179, implying that on the off chance that work inspiration is expanded, execution of the representatives of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch will likewise increment by 0.179, accepting the work experience variable is viewed as consistent. In the wake of knowing the impact of every factor work insight and work inspiration on execution, the subsequent stage is to analyze the work inspiration variable as a mediating variable, as follows:

Table 3.
Path Analysis Test Results Work Experience on Employee Performance with Work Motivation as Intervening

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,852	,424		4,365	,000
	Work experience	,477	,110	,592	4,342	,000
2	(Constant)	,372	,558		,666	,510
	Work experience	,402	,144	,400	2,788	,009
	Work motivation	,536	,179	,429	2,992	,005

Stage 1 work experience demonstrated to significantly affect worker inspiration ($\beta = 0.110$, importance $0.000 < 0.05$). In sync 2 when work insight and work inspiration are relapsed together to anticipate the exhibition of representatives of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch, work experience stays huge with a worth of $= 0.144$ and a meaning

of $0.009 < 0.05$, which implies H_0 is dismissed and acknowledge H_4 . Testing this theory can be inferred that it very well may be reasoned that work inspiration can intercede the impact of work insight on the exhibition of representatives of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch, so the fourth speculation in this review is acknowledged as obvious.

Table 4.
Hasil Uji F

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9,484	2	4,742	20,460	,000 ^b
	Residual	7,880	34	,232		
	Total	17,364	36			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Work Motivation, Work Experience						

From the calculations result using the SPSS auxiliary program, it is known that the magnitude of $F_{count} = 20,460$ with a significance of 0.000 which is smaller than 0.05 , so it can be concluded that together the variables of work experience and work motivation have a significant effect on the performance of PT Pelabuhan Indonesia IV (Persero) employees of Tarakan Branch.

1. The Effect of Work Experience on Work Motivation at PT.

Pelabuhan Indonesia IV (Persero) Tarakan Branch, North Kalimantan

Consequences of the work experience variable investigation have an importance worth of 0.000 and under 0.05 , which implies H_0 is dismissed and H_1 is acknowledged. It very well may be presumed that work experience has a positive and huge impact on representative work inspiration. The aftereffects of this review support past research directed by Lia (2018), which explains that the

work experience possessed by employees will have an impact on the level of one's work motivation. This finding also provides information that employees with high work skills and long working hours are able to complete work well with satisfactory results. In this study, it is known that the employees of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch, on the whole have had a fairly good work experience in carrying out their job duties. In addition, the educational history of employees is also very relevant to the work undertaken, so that employees can work according to their abilities with good work results.

2. The Effect of Work Experience on Employee Performance at PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch, North Kalimantan

The aftereffects of the work experience variable investigation have an importance worth of 0.009 and under 0.05, which implies H_0 is dismissed and H_2 is acknowledged. It very well may be reasoned that work experience has a positive and critical impact on worker execution. The consequences of this review support the aftereffects of past research directed by Lia (2018), Wungow and Adolfini (2018), Wanceslaus, et al (2018), Alias and Serlin (2018), proving that work experience has a significant influence on employee productivity or performance. The work experience possessed by employees will make it easier for employees to complete any work assigned to employees. To improve the performance of employees at PT Pelabuhan Indonesia IV (Persero) Tarakan Branch, it is necessary to

improve the quality of human resources in an integrated and well-planned manner. This means that PT Pelabuhan Indonesia IV (Persero) Tarakan Branch must standardize HR competencies in carrying out work. This is still considered lacking by PT Pelabuhan Indonesia IV (Persero) Tarakan Branch, where the standardization of work does not all have SOPs, so there is a need to prepare SOPs as well as establish job certification according to the needs of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch.

3. The effect of Work Motivation on Employee Performance at PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch, North Kalimantan

The consequences of the investigation of work inspiration factors have an importance worth of 0.005 and under 0.05, which implies H_0 is dismissed and H_3 is acknowledged. It very well may be inferred that it tends to be presumed that work inspiration has a positive and huge impact on the presentation of representatives of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch. The aftereffects of this review support research led by Martin et al. (2017) and Mulyeni (2018), proving that work motivation has a tendency to improve employee performance. This can be interpreted that the existence of work motivation has an impact on employee performance and organizational performance. Employees who work without good motivation, it is certain that they will produce bad work. Motivation is often the key to success in carrying out work, so activities to motivate employees must be carried out regularly and well planned. The

current exhibition conditions at PT Pelabuhan Indonesia IV (Persero) Tarakan Branch are named great and should be kept up with or further improved. The accomplishment of representative execution at PT Pelabuhan Indonesia IV (Persero) Tarakan Branch can't be isolated from the personality of representatives who need to try sincerely and rapidly in finishing their work. This is shown by the shortfall of work gathering and a large portion of the work is finished by plan.

4. The effect of work motivation variable as an intervening variable between work experience on work motivation at PT. Pelabuhan Indonesia IV (Persero) Tarakan Branch, North Kalimantan

In light of the aftereffects of the depiction examination showed that in sync 1 work experience demonstrated to significantly affect worker inspiration ($\beta = 0.110$, importance $0.000 < 0.05$). In sync 2 when work insight and work inspiration are relapsed together to foresee the exhibition of representatives of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch, work experience stays huge with a worth of $= 0.144$ and a meaning of $0.009 < 0.05$, which implies H_0 is dismissed. what's more acknowledge H_4 . It tends to be reasoned that it very well may be inferred that work inspiration can intervene the impact of work insight on the presentation of representatives of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch. The aftereffects of this review have demonstrated that work inspiration is one of the mediating factors between work insight and representative

execution at PT Pelabuhan Indonesia IV (Persero) Tarakan Branch. This implies that, to work on the exhibition of representatives at PT Pelabuhan Indonesia IV (Persero) Tarakan Branch, it very well may be done straightforwardly or in a roundabout way through work inspiration factors. PT Pelabuhan Indonesia IV (Persero) Tarakan Branch will likewise improve execution score on the off chance that it completes work inspiration exercises for representatives on a normal and all around arranged premise. This shows that work inspiration has turned into a significant element in improving or expanding worker execution up until this point.

The combination of work experience and work motivation will result in employee performance that is sustainable and continues for a long time.

4. Conclusion

- a. The work experience variable has a positive and huge impact on the work inspiration of representatives of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch.
- b. The work experience variable has a positive and critical impact on the exhibition of the representatives of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch.
- c. The variable of work inspiration has a positive and huge impact on the presentation of representatives of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch.
- d. The variable of work inspiration can intervene the impact of

work insight on the presentation of representatives of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch.

The results of this study also provide several suggestions that directed to improve the performance of employees at PT Pelabuhan Indonesia IV (Persero) Tarakan Branch, so management needs to improve the quality of human resources in this case employees. The improvement that needs to be done at this time is to certify the competence of the work carried out by employees. Employees at PT Pelabuhan Indonesia IV (Persero) Tarakan Branch must have work certification in accordance with the field of work carried out. To speed up the employee work certification process, PT Pelabuhan Indonesia IV (Persero) Tarakan Branch can cooperate with several professional certification bodies (LSP) that provide training and competency tests according to the needs of PT Pelabuhan Indonesia IV (Persero) Tarakan Branch.

Bibliography

- Alias & Serlin, S. (2018). Pengaruh pengetahuan, sikap kerja dan pengalaman kerja terhadap kinerja karyawan. *PARADOKS Jurnal Ilmu Ekonomi* e-ISSN : 2622-6383 Volume 1 Nomor 1 (2018) Oktober. hlm. 82-97
- Daengs, G. S. A., Istanti, E., Negoro, R. M. B. K., & Sanusi, R. (2020). The Aftermath of Management Action on Competitive Advantage Through Process Attributes at Food and Beverage Industries Export Import in Perak Harbor of Surabaya. *International Journal Of Criminology and Sociologi*, 9, 1418–1425.
- Gibson. (2013). *Penilaian kinerja*. Jakarta: Penerbit Erlangga.
- Gomes, F.C. (2012). *Manajemen sumber daya manusia*. Bandung: Alfabeta
- Hamzah, B. (2014). *Teori motivasi dan pengukurannya*. Jakarta: Bumi Aksara.
- Istanti, Enny, et al.2021. The Effect of Job Stress and Financial Compensation Toward OCB And Employee Performance. *Jurnal Media Mahardika* Vol. 19 No. 3, Hal. 560-569.
- Istanti, Enny,et al. 2020. Impact Of Price, Promotion and Go Food Consumer Satisfaction In Faculty Of Economic And Business Students Of Bhayangkara University Surabaya, *Jurnal EKSPEKTRA Unitomo* Vol.IV No. 2, Hal. 104-120.
- Iwa Soemantri, Asep et al. 2020. Entrepreneurship Orientation Strategy, Market Orientation And Its Effect On Business Performance In MSMEs. *Jurnal EKSPEKTRA Unitomo* Vol. IV No. 1,Hal. 1-10.
- Rina Dewi, et al. 2020. Internal Factor Effects In Forming The Success Of Small Businesses. *Jurnal SINERGI UNITOMO*, Vol. 10 No. 1, Hal. 13-21.
- Lia, W.S.L. (2018). Pengaruh kepemimpinan dan

- pengalaman kerja terhadap motivasi kerja dan produktivitas kerja karyawan PT. Perkebunan Nusantara V Pabrik Kelapa Sawit (PKS) Kebun Terantam. *JOM FEB*. Volume 1 Edisi 1 (Januari – Juni 2018). hlm. 1-15.
- Mangkunegara, A.P. (2015). *Sumber daya manusia perusahaan*. Cetakan kedua belas. Bandung: Remaja Rosdakarya.
- Martin, G., Taufiq, M & Darsono. (2017). Peningkatan kinerja melalui insentif dan komunikasi yang di mediasi motivasi berprestasi pada PT. Rajawali Nusindo area Jawa Tengah. *Seminar Nasional dan Call for Paper 2017*. hlm. 202-218.
- Martoyo, S. (2007). *Manajemen sumber daya manusia*. Edisi 5, Cetakan Pertama. Yogyakarta: BPFE.
- Marwansyah. (2014). *Manajemen sumber daya manusia*. Bandung: Penerbit: Alfabeta.
- Mulyeni, S. (2018). Pengaruh komunikasi dan motivasi kerja terhadap kinerja karyawan di PT PLN (Persero) unit pelayanan dan jaringan padalarang Kabupaten Bandung Barat. *Jurnal Soshum Insentif*. Volume 1, No. 1. hlm. 68-78.
- Riyanto, S & Hatmawan A.A. (2020). *Metode riset penelitian kuantitatif: penelitian di bidang manajemen, teknik, pendidikan dan eksperimen*. Yogyakarta: Deepublish
- Robbins, S. (2015). *Perilaku organisasi*. Jakarta: Penerbit Salemba Empat.
- Sjafri, M. (2011). *Manajemen sumber daya manusia strategik*. Bogor: Ghalia Indonesia
- Sofyandi, H. (2013). *Manajemen sumber daya manusia*. Yogyakarta. Graha Ilmu.
- Sugihartono. (2012). *Psikologi pendidikan*. Yogyakarta: UNY
- Veithzal, R. (2014). *Manajemen sumber daya manusia untuk perusahaan*. Edisi ke 6. Depok: PT. Raja Grafindo Persada.
- Wanceslaus B., Erwin, R & Daud, K. (2018). Pengaruh pengalaman kerja terhadap kinerja pegawai di Kantor Kecamatan Laham Kabupaten Mahakam Ulu. *eJournal Pemerintahan Integratif*, 2018, 6 (3). hlm. 465-474
- Winardi. (2016). *Kepemimpinan dalam manajemen*. Jakarta: PT. Rineka Cipta.
- Wungow, R.O & Adolfina. (2018). Pengaruh pengalaman kerja dan pelatihan kerja terhadap kinerja karyawan PT. TELKOM Indonesia Cabang Manado. *Jurnal EMBA* Vol.6 No.3 Juli 2018, hlm. 1758 – 1767.