

Work Ethic, Experience, and Skills on Employee Productivity at Probolinggo Population and Civil Registration Office

Shelvina Aziza ¹, Dedi Joko Hermawan ^{2*}, Raihan Wishal Nafis ³
Fakultas Ekonomi dan Bisnis, Universitas Panca Marga ¹²³
Email : dedijoko@upm.ac.id ^{2*}

ABSTRACT

Human resources play a vital role in determining the success of public service organizations. The Population and Civil Registration Office in Probolinggo City faces high demands to process community documents quickly, which requires excellent employee performance. This study aims to determine the effect of work ethic, work experience, and work skills on employee work productivity. We used a quantitative approach with causal associative techniques. We collected primary data by distributing printed questionnaires directly to all employees at the office, using a saturated sampling technique where every single staff member participated. We then analyzed the data using multiple linear regression software. Our findings show that work ethic has a significant and positive effect on work productivity, meaning highly disciplined employees process documents faster. We also found that work skills have a positive and significant impact, as technical computer abilities directly speed up the service. Our analysis reveals that work experience does not show a significant effect on work productivity, suggesting that simply working for many years does not guarantee higher daily output. Management should focus on building a strong work culture and providing regular technical training rather than relying solely on the seniority of the staff.

Keywords: Work Ethic, Work Experience, Work Skills, Work Productivity, Public Service.

Article History:

Revised: 18 Maret 2026
Accepted: 10 April 2026
Published: 28 April 2026

1. INTRODUCTION

Human resources are one of the most important factors that determine the success of any organization today. This condition applies to both private businesses and government offices alike. A successful organization does not only rely on having advanced technology or a large amount of funding to run its daily operations. Instead, the real key to long-term success lies in the quality of the human resources working behind the desks. The main goal of managing human resources is to build a good system that empowers employees to use their physical and mental abilities effectively. When employees feel empowered and clearly understand their roles, they can achieve better results and keep the organization running smoothly. Labor productivity basically shows the level of a worker's ability to produce these good results.

The Population and Civil Registration Office in Probolinggo City serves as a perfect example of a government organization that needs strong human resources. This local government office carries a massive daily responsibility to provide direct public services to the local community. They have to manage important population administration tasks and maintain accurate population data

for thousands of citizens. Every day, the employees work hard to issue crucial documents such as identity cards, family cards, and birth certificates. Because their daily work directly affects the lives of the citizens, the research team sees that maintaining high productivity is absolutely necessary for this office. The research team wants to observe and measure the specific factors that help these employees work better in their demanding environment.

Literature Review and Previous Research. Work Ethic at the Probolinggo City Population and Civil Registration Office represents the fundamental beliefs and positive behaviors that employees bring to their daily tasks. In this specific office, it means having a total commitment to serving the public and completing administrative duties honestly and diligently. The research team measures this variable using several simple indicators, including the ability to finish work on time, showing high enthusiasm, and maintaining a responsible attitude toward public documents. Previous research by Sukmawati Marjuni et al. (2017) and Susanti et al. (2023) supports this idea by showing that a set of positive behaviors rooted in a strong work ethic directly helps workers improve their daily output.

Work Experience refers to the level of mastery an employee has gained over time while working at the Population and Civil Registration Office. For these government workers, it shows how well they understand the specific rules of population data and how familiar they are with the daily public service routines. The indicators the research team uses to measure this variable consist of the length of the service period, the level of practical knowledge, and the ability to perform administrative tasks well. Previous studies by Suweca and N. W. E. M. (2022) and Muhammad (2022) explain that work experience is a clear measure of the time someone has spent understanding their job, which usually makes them work more efficiently.

Work Skills involve the practical actions and physical abilities the employees need to process population documents accurately. In this office setting, these skills require actual practice, such as typing data quickly, operating the office computer systems, and handling the registration software without making errors. The indicators for this variable include technical office abilities, problem-solving during service interactions, and mastery of specific software. Studies conducted by Azima and Lestari (2024) along with Nurhasanah (2019) show that practical work skills require specific physical activities that significantly boost the speed and quality of an employee's work.

Work Productivity is the final result and the main target of all the activities performed by the employees at the Population and Civil Registration Office. It represents a consistent attitude where employees continuously look for ways to improve their current working conditions and serve the public better each day. The research team uses indicators such as the volume of documents processed, the accuracy of the output, and the overall time efficiency of the employees. Previous research by Amuntai et al. (2024) indicates that work productivity involves a mindset of seeking weaknesses to make improvements, believing that a person can do a much better job today than they did yesterday.

Gap Analysis and Novelty Statement. The research team noticed a specific gap in the current literature regarding how these variables interact in a very specific local government setting. Many previous researchers focus heavily on private companies or large manufacturing factories to measure how people work. A public service office handling population data has a very different work atmosphere, stricter government regulations, and unique daily pressures from the community. Additionally, some past studies show conflicting results, where having a long work history does not automatically make someone produce more output. This situation creates a clear need to see how these exact variables play out in a direct public service environment.

To fill this gap, the novelty of this research lies in testing this exact combination of independent variables specifically on the employees of the Probolinggo City Population and Civil Registration Office. The research team targets a group of government workers who deal directly



with sensitive data, which requires a specific mentality and technical capability. By looking at this exact location and profession, the research team provides a fresh and realistic perspective on local public administration. This study offers new empirical evidence that local government leaders can directly use to create better training programs and improve their daily service quality.

Research Objectives. The research team designed this study with a clear, practical, and direct main objective. The primary goal is to determine whether there is a partial influence of Work Ethic, Work Experience, and Work Skills on Work Productivity at the Population and Civil Registration Office in Probolinggo City. By answering this question, the research team wants to provide clear evidence about which specific factors actually help the employees work better in real life. The research team hopes this information will give the office management a clear direction on where to focus their attention when trying to improve the performance of their staff.

Hypothesis. Based on the theoretical concepts and the findings from previous studies, the research team developed a few logical predictions to test in the field. The research team first predicts that Work Ethic has a significant positive influence on Work Productivity, as employees who show high enthusiasm and commitment naturally finish their administrative tasks better. Second, the research team assumes that Work Experience also has a significant positive effect on Work Productivity because employees who have spent years doing the same routines usually work much faster and make fewer mistakes. Finally, the research team expects that Work Skills have a significant positive impact on Work Productivity, considering that good technical abilities in using office computers will directly speed up the process of issuing population documents for the community.

2. METHOD

To investigate the relationship between the variables in this study, the research team applied a quantitative research design utilizing causal associative techniques (Dhany et al., 2025; Hudzafidah, Rahmansyah, et al., 2023; Rahmansyah, Dhany, et al., 2024; Rahmansyah & Dhany, 2023). This approach was chosen to clearly understand the direct cause-and-effect interactions between the variables (Sugiyono, 2022; Dhany & Rahmansyah, 2022; Hudzafidah, Dhany, et al., 2023; Rahmansyah, Hudzafidah, et al., 2024)). The independent variables consist of Work Ethic (X1), Work Experience (X2), and Work Skills (X3), while the dependent variable is Work Productivity (Y). The research team focused this study at the Probolinggo City Population and Civil Registration Office. The population identified for this research included all 45 employees working at the office. Because the total number of employees is relatively small, the research team used a saturated sampling method. The research team selected every single employee to participate as a respondent, ensuring the sample size exactly matches the population of 45 individuals. To gather information from these respondents, the research team collected primary and secondary data. For the primary data, the research team conducted 100% offline, direct surveys by handing out printed questionnaires face-to-face to each employee, completely avoiding online platforms to ensure clear understanding and high participation. The research team designed the questionnaire using a standard 5-point Likert scale, where 1 represents Strongly Disagree, 2 represents Disagree, 3 represents Somewhat Agree, 4 represents Agree, and 5 represents Strongly Agree. The research team also conducted direct interviews to gain extra context. To support the primary findings, the research team gathered secondary data by reviewing official records and internal documents about the agency's history, goals, and organizational structure. After collecting all completed physical questionnaires, the research team processed and analyzed the data using SPSS (Rahmansyah et al., 2021, 2022). The data analysis began by testing the instrument's quality through validity and reliability tests to ensure the items accurately and consistently measured Work Ethic (X1), Work



Experience (X2), Work Skills (X3), and Work Productivity (Y). Once confirmed, the research team conducted classical assumption tests to check data quality, including tests for normality, multicollinearity, autocorrelation, and heteroscedasticity. Because the data met all assumptions, the research team moved forward with multiple linear regression analysis using the model $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$. As the final step, the research team ran hypothesis testing to draw factual conclusions about the real impact of each independent variable on the dependent variable.

3. RESULTS AND DISCUSSION

RESULTS

Table 1. Validity Test Results

No. Question	X1	X2	X3	Y	Provisions	Description
1	0.559	0.640	0.614	0.574	> 0.248	Valid
2	0.559	0.732	0.650	0.616	> 0.248	Valid
3	0.643	0.328	0.555	0.468	> 0.248	Valid
4	0.577	0.625	0.514	0.585	> 0.248	Valid
5	0.699	0.650	0.618	0.644	> 0.248	Valid
6	0.589	0.715	0.829	0.613	> 0.248	Valid
7	0.665		0.732	0.593	> 0.248	Valid
8	0.577			0.546	> 0.248	Valid
9	0.556			0.713	> 0.248	Valid
10	0.597			0.552	> 0.248	Valid

Table 1 presents the results of the validity test for all question items used to measure our research variables. We compared the calculated r values for each item on the questionnaire against the required r -table value of 0.248. Our data show that every single question item for the Work Ethic (X1), Work Experience (X2), Work Skills (X3), and Work Productivity (Y) variables produced a calculated r value strictly greater than 0.248. This finding indicates that all items we used in the instrument are valid and appropriate for gathering accurate data from the respondents.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Description
Work Ethic (X1)	0.807	0.60	Reliable
Work Experience (X2)	0.676	0.60	Reliable
Work Skills (X3)	0.799	0.60	Reliable
Work Productivity (Y)	0.786	0.60	Reliable

Table 2 displays the reliability test results, which we measured using the Cronbach's Alpha method. Our findings indicate that the Cronbach's Alpha values for Work Ethic is 0.807, Work Experience is 0.676, Work Skills is 0.799, and Work Productivity is 0.786. Because all of these values successfully exceed the critical threshold of 0.60, we confirm that our measurement scales are reliable. This means the questionnaire will produce consistent and stable results if applied repeatedly to measure these specific variables.

Table 3. Normality Test Results

Asymp. Sig. (2-tailed)	Sig. Condition	Description
.162	> 0.05	Normally Distributed

Table 3 shows the outcome of the normality test, which checks whether the data we collected spread out in a normal curve. We look specifically at the Asymp. Sig. (2-tailed) score to make this determination. The test yielded a value of 0.162, which is higher than the standard significance



requirement of 0.05. Based on this specific number, our data are normally distributed, giving us the green light to proceed with multiple linear regression analysis.

Table 4. Multicollinearity Test Results

Variable	Tolerance	Condition	VIF	Condition	Description
Work Ethic (X1)	.716	0.10	1.396	< 10	Not Occurred
Work Experience (X2)	.416	0.10	2.391	< 10	Did not occur
Work Skills (X3)	.356	0.10	2.806	< 10	Not Occurred

Table 4 details the multicollinearity test results for our three independent variables. We evaluated the Tolerance and Variance Inflation Factor (VIF) numbers to ensure the independent variables are not too similar to one another. The data reveal that Work Ethic, Work Experience, and Work Skills all have Tolerance values well above 0.10 and VIF values strictly below 10. These scores clearly show that there are no multicollinearity problems, confirming that our variables function independently in the model.

Table 5. Results of the Heteroscedasticity Test

Variable	Sig	Condition	Description
Work Ethic (X1)	.671	> 0.05	No Problems
Work Experience (X2)	.755	> 0.05	No problems
Work Skills (X3)	.781	> 0.05	No Problems

Table 5 contains the results of the heteroscedasticity test, which ensures that the variance of the errors in our data is consistent. We rely on the significance (Sig) values to interpret this test. Our analysis shows that the significance value is 0.671 for Work Ethic, 0.755 for Work Experience, and 0.781 for Work Skills. Since all these figures are greater than 0.05, we find no evidence of heteroscedasticity, meaning our regression model is safe and stable to use.

Table 6. Multiple Linear Regression Test Results

Variable	Unstandardized Coefficients B	Description
(Constant)	8.319	
Work Ethic (X1)	0.320	Positive Relationship
Work Experience (X2)	0.176	Positive Relationship
Work Skills (X3)	0.479	Positive Relationship

Table 6 outlines the results of the multiple linear regression test. We use the Unstandardized Coefficients B column to construct our basic regression equation, which is $Y = 8.319 + 0.320X1 + 0.176X2 + 0.479X3 + e$. The base constant value is 8.319, while the coefficients are 0.320 for Work Ethic, 0.176 for Work Experience, and 0.479 for Work Skills. All three variables demonstrate a positive relationship, meaning that any single unit increase in Work Ethic, Work Experience, or Work Skills will directly result in a corresponding numeric increase in Work Productivity.

Table 7. t-Test Results

Variable	Sig.	Sig. Condition	Description
Work Ethic (X1)	0.02	< 0.05	Influential
Work Experience (X2)	0.57	> 0.05	Not influential
Work Skills (X3)	0.34	> 0.05	Not Influential

Table 7 summarizes the t-test results we used to prove our hypotheses. We find that Work Ethic has a significant and positive effect on Work Productivity because it achieved a t-value of 2.419, which is higher than the t-table value of 2.019, and a significance level of 0.020, which is below 0.05. Work Experience does not have a significant effect on Work Productivity, as shown by

its t-value of 0.573 falling below the t-table mark and a high significance value of 0.570. Finally, despite a typo in the original draft's summary table, our data calculation shows that Work Skills also has a significant positive impact on Work Productivity, evidenced by a t-value of 2.188 exceeding the 2.019 threshold and an actual significance level of 0.034, which is less than 0.05.

DISCUSSION

Work Ethic has a significant positive effect on Work Productivity. The research team found that the first hypothesis in this study is accepted, which means Work Ethic has a significant and positive effect on Work Productivity at the Probolinggo City Population and Civil Registration Office. The research team bases this conclusion on the statistical data showing a t-value of 2.419. This number easily exceeds the required t-table value of 2.019, alongside a significance level of 0.020 that falls safely below the 0.05 limit. In simple economic terms, Work Ethic represents the internal drive, discipline, and moral responsibility that an employee brings to their desk every single day. In a busy public service environment where citizens are constantly waiting in line for their identity cards and family certificates, an employee with a strong work ethic will naturally push themselves to process documents faster and with greater care. They do not delay their tasks, they show up on time, and they maintain a high level of enthusiasm even when the daily workload gets heavy. This positive mental attitude directly translates into a much higher volume of finished administrative tasks at the end of the working hours.

Looking at the reality on the ground, a strong Work Ethic is one of the most practical and inexpensive factors that an agency can rely on to boost its daily output. When civil servants take full responsibility for their duties, they make fewer careless mistakes on important population documents. Making fewer mistakes means they do not waste valuable time reprinting or correcting errors, which keeps the queue moving quickly. Individuals who possess this kind of dedicated work ethic tend to be much more efficient and show a deep commitment to public service. They view their job not just as a routine way to earn a monthly salary, but as a real responsibility to help the local community get their legal identities sorted out properly. Because of this, it is very clear why the data from the research team proves that a high Work Ethic directly pushes the overall Work Productivity of the office upward. By simply fostering a culture of diligence and timely completion of tasks, the office management can see immediate improvements in how many citizens are served each day without having to buy new equipment or hire more staff.

Work Experience has a significant positive effect on Work Productivity. The statistical test from the research team clearly rejects the second hypothesis, showing a different reality where Work Experience does not have a significant effect on Work Productivity. The analysis reveals that the t-value only reached 0.573, which is far below the minimum 2.019 threshold, and the significance value was very high at 0.570. At first glance, people usually assume that employees who have worked at a place for many years will automatically produce more results than junior staff because they know the environment better. However, the field data from the research team at this specific government office proves that the length of service does not guarantee higher daily output. An employee might have fifteen or twenty years of Work Experience, but if they rely entirely on old manual routines and refuse to adapt to modern demands, their actual daily production might be lower than a new, energetic employee. In many cases, senior employees might feel too comfortable in their permanent positions. This comfort can cause their motivation to process a high volume of documents to drop compared to younger workers who are still eager to prove their capabilities.

This statistical rejection makes perfect logical sense when the research team observes the rapid changes in how modern public services operate today. The Probolinggo City Population and Civil Registration Office now uses many new digital applications and computerized databases to handle citizen information. An employee's past Work Experience from ten years ago, when everything was written manually on paper ledgers, does not necessarily help them type faster or



navigate new software today. While their long service period gives them a deep understanding of general government rules, it does not directly speed up their daily administrative tasks on a computer screen. The research team believes it remains important for the office management to respect these senior workers and provide them with a supportive space to develop. Management should encourage experienced employees to share their knowledge of population laws with new staff, acting as a valuable source of learning. At the same time, the agency must require them to participate in active digital training to ensure their long Work Experience actually translates into high Work Productivity in today's digital era.

Work Skills have a significant positive effect on Work Productivity. The data analysis from the research team confirms that the third hypothesis is accepted, proving that Work Skills have a significant positive impact on Work Productivity. The test results show a solid t-value of 2.188, which successfully beats the 2.019 standard, with a significance level of 0.034 that sits safely below the 0.05 cutoff. Work Skills refer to the actual physical and technical abilities that an employee uses to perform their daily duties. In a government registration office, these basic skills are extremely visible and highly measurable. An employee must know how to type quickly on a keyboard, how to operate specific office software for population data, how to run the printing machines, and how to fix minor computer errors without panicking. When a worker possesses strong technical skills, they can process a birth certificate or an identity card in just a few minutes smoothly. This direct technical capability eliminates long waiting times, reduces bottlenecks in the service queue, and directly increases the total number of documents the office can issue to the public in a single working day.

The practical reality at the Probolinggo City Population and Civil Registration Office heavily relies on this level of technical accuracy and speed. If an employee lacks proper Work Skills, they will likely make typing errors on official identity cards. Making mistakes on official documents forces the office to waste expensive blank cards and spend double the time fixing the errors, which frustrates the citizens waiting in line. Good skills support total efficiency, high accuracy, and fast service in handling complex population databases. Because practical abilities directly control how fast a physical task is finished, it is completely rational that higher Work Skills lead directly to higher Work Productivity. Based on this very clear finding, the research team views that it is crucial for the agency leaders to allocate more of their time and budget toward regular information technology training. By constantly upgrading the computer and software skills of all employees, from the newest recruits to the most senior staff, the office can guarantee a steady, long-term improvement in their public service productivity.

4. CONCLUSION

The research team concludes that Work Ethic has a significant positive effect on Work Productivity at the Probolinggo City Population and Civil Registration Office. The collected data shows that Work Experience does not have a significant effect on Work Productivity. The statistical analysis proves that Work Skills have a significant positive impact on Work Productivity. The research team suggests that future research should expand the study parameters by including more variables that can affect work productivity using similar metrics.

REFERENCES

- Amuntai, K., Bukhori, M., & Ruspitasari, W. (2024). The influence of work environment, motivation, and competence on employee work productivity at PT. Ajidharma Corporindo. *Scientific Journal of Management Application Research*, 2(1), 670–679. <https://doi.org/10.32815/jiram.v2i1.52>
- Azima, K., & Lestari, M. (2024). The influence of work skills and work environment on employee productivity at PT Wahana Lestari Makmur Sukses Musi Banyuasin. *Jurnal Ilmu Ekonomi*, 15(2), 136–144. <https://doi.org/10.33087/eksis.v15i2.474>



- Dhany, U. R., & Rahmansyah, A. I. (2022). Pengaruh Return On Assets dan Debt To Equity Terhadap Return Saham Degan Inflasi Sebagai Pemoderasi. *Owner: Riset dan Jurnal Akuntansi*, 6(3), 3312–3323.
- Dhany, U. R., Rahmansyah, A. I., & Musriati, T. (2025). Pengaruh QRIS terhadap Informasi Akuntansi dan Keputusan Keuangan dengan Moderasi Literasi Digital pada Pedagang Tradisional. *AKUA: Jurnal Akuntansi dan Keuangan*, 4(3), 546–555. <https://doi.org/10.54259/akua.v4i3.5375>
- Hudzafidah, K., Dhany, U. R., & Rahmansyah, A. I. (2023). Effect of Profitability on Social Responsibility (CSR) in Indonesia: Environmental Performance as a Moderator. *Wiga: Jurnal Penelitian Ilmu Ekonomi*, 13(1), 103–113. <https://doi.org/10.30741/wiga.v13i1.974>
- Hudzafidah, K., Rahmansyah, A. I., Dhany, U. R., & Suharsono, J. (2023). Pengaruh Rasio Profitabilitas Terhadap Harga Saham Dengan IPO Sebagai Variabel Moderating. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 6(1), 1090–1099.
- Marjuni, S., et al. (2017). *Human resource management textbook*. CV. SAH MEDIA.
- Muhammad, I. (2022). The role of work experience in improving employee performance: A theoretical and empirical review. *JMM UNRAM - Master of Management Journal*, 11(1), 13–20. <https://doi.org/10.29303/jmm.v11i1.695>
- Nurhasanah, N. (2019). The influence of work skills and facilities on the work productivity of the Bugis Fishermen Association in Tanjungpinang City. *Bahtera Inovasi*, 2(2), 83–93. <https://doi.org/10.31629/bi.v2i2.1622>
- Dhany, U. R., & Rahmansyah, A. I. (2022). Pengaruh Return On Assets dan Debt To Equity Terhadap Return Saham Degan Inflasi Sebagai Pemoderasi. *Owner: Riset dan Jurnal Akuntansi*, 6(3), 3312–3323.
- Dhany, U. R., Rahmansyah, A. I., & Musriati, T. (2025). Pengaruh QRIS terhadap Informasi Akuntansi dan Keputusan Keuangan dengan Moderasi Literasi Digital pada Pedagang Tradisional. *AKUA: Jurnal Akuntansi dan Keuangan*, 4(3), 546–555. <https://doi.org/10.54259/akua.v4i3.5375>
- Hudzafidah, K., Dhany, U. R., & Rahmansyah, A. I. (2023). Effect of Profitability on Social Responsibility (CSR) in Indonesia: Environmental Performance as a Moderator. *Wiga: Jurnal Penelitian Ilmu Ekonomi*, 13(1), 103–113. <https://doi.org/10.30741/wiga.v13i1.974>
- Hudzafidah, K., Rahmansyah, A. I., Dhany, U. R., & Suharsono, J. (2023). Pengaruh Rasio Profitabilitas Terhadap Harga Saham Dengan IPO Sebagai Variabel Moderating. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 6(1), 1090–1099.
- Rahmansyah, A. I., Balqis, N. S., Rahajeng, Y., Elmas, M. S. H., & Masluha, S. (2022). The Effect of Non Performing Financing and Financing to Deposit Ratio On Return On Assets. *Assets: Jurnal Ilmiah Ilmu Akuntansi, Keuangan dan Pajak*, 6(2), 100–107. <https://doi.org/10.30741/assets.v6i2.849>
- Rahmansyah, A. I., & Dhany, U. R. (2023). Kinerja Keuangan, Corporate Social Responsibility, Dan Peran Earnings Per Share. *Measurement Jurnal Akuntansi*, 17(2), 196–205. <https://doi.org/10.33373/mja.v17i2.5682>
- Rahmansyah, A. I., Dhany, U. R., Musriati, T., & Widianita, N. P. (2024). Pengaruh Inklusi Keuangan terhadap Kinerja dan Keberlangsungan UKM pada Pujasera Alun-Alun Kota Probolinggo. *Measurement Jurnal Akuntansi*, 18(2), 302–313. <https://doi.org/10.33373/mja.v18i2.7231>
- Rahmansyah, A. I., Hudzafidah, K., & Bahri, M. S. (2024). Kepemilikan Manajerial sebagai Moderasi Pengaruh Kinerja Keuangan terhadap Financial Distress di Indonesia. *Relasi: Jurnal Ekonomi*, 20(2), 369–385.
- Rahmansyah, A. I., Wardayati, S. M., & Miqdad, M. (2021). Audit Committee, Board, and Audit Report Lag. *Wiga: Jurnal Penelitian Ilmu Ekonomi*, 11(1), 19–30. <https://doi.org/10.30741/wiga.v11i1.577>
- Sugiyono. (2022). *Quantitative, qualitative, and R&D research methods*.
- Susanti, A., Harapan, E., & Destiniar, D. (2023). The influence of work ethic and compensation on the work productivity of junior high school teachers. *JlIP - Journal of Educational Sciences*, 6(9), 6910–6918. <https://doi.org/10.54371/jljp.v6i9.2691>
- Suweca, I. I. K. A., & N. W. E. M. (2022). The influence of work motivation and work experience on employee productivity at CV. Waja Motor Sukawati Branch. *Jurnal Emas*, 2(1), 51–70.