

# THE INFLUENCE OF COMPETENCE AND WORK DISCIPLINE ON INCREASING EMPLOYEE PRODUCTIVITY EMPLOYEE WORK PRODUCTIVITY AT PT. BPRS PUDUARTA INSANI TEMBUNG NORTH SUMATERA

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## ABSTRACT

A company is an organization that carries out business activities in the form of goods and services, where this organization develops with the profits obtained. Increasing labor productivity can be an indicator of the quality of human resources in achieving company goals. This study aims to see how much the influence of competence (X1) and work discipline (X2) on employee work productivity (Y1) at PT. BPRS Puduarta Insani Tembung North Sumatra. This study uses a quantitative approach The population in this study is BPRS Puduarta Insani Tembung employees totaling 97 employees. This research data was obtained from a questionnaire and analyzed using multiple linear regression analysis with SPSS tools. (1) Partially, Competence has a significant effect on increasing employee productivity at PT. BPRS Paduarta Insani Tembung, and a t value of 4.886 which is greater than the significance level  $\alpha = 5\%$  ( $0.002 > 0.05$ ). (2) Partially, work discipline has a significant effect on increasing employee productivity at PT. BPRS Paduarta Insani Tembung, t value of 7.871 which is smaller than the significance level  $\alpha = 5\%$  ( $0.001 > 0.05$ ). (3) Simultaneously, competency variables and work discipline have a significant effect on increasing employee productivity at PT. BPRS Paduarta Insani Tembung.

**Keyword:** Employee Work Productivity, Competence, Work Discipline

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## I. INTRODUCTION



A company is an organization that conducts business in the form of goods and services and develops from the profits earned. In the midst of the era of globalization and technological advances, businesses must be better prepared to face market competition in domestic and international markets. Aisyah et al. (2021) explain that in the current era, all businesses must be able to compete effectively in the business market. Employees are human resources in an organization or company because they greatly contribute to achieving company goals and objectives through cooperation and interaction between individuals in it.

One important component in promoting optimal economic growth is productivity. Various parties are responsible for improving labor productivity. While companies provide equipment, resources, and other means of training, employees must demonstrate work standards, discipline, and a desire to continuously improve their performance (Vina Lestari Hutagalung, 2023). The ability of labor to produce products is called labor productivity. A country's production of goods or output is positively correlated with the level of productivity of its workers. Competence and good work discipline owned by every employee of the company is one of the factors that can increase employee productivity.

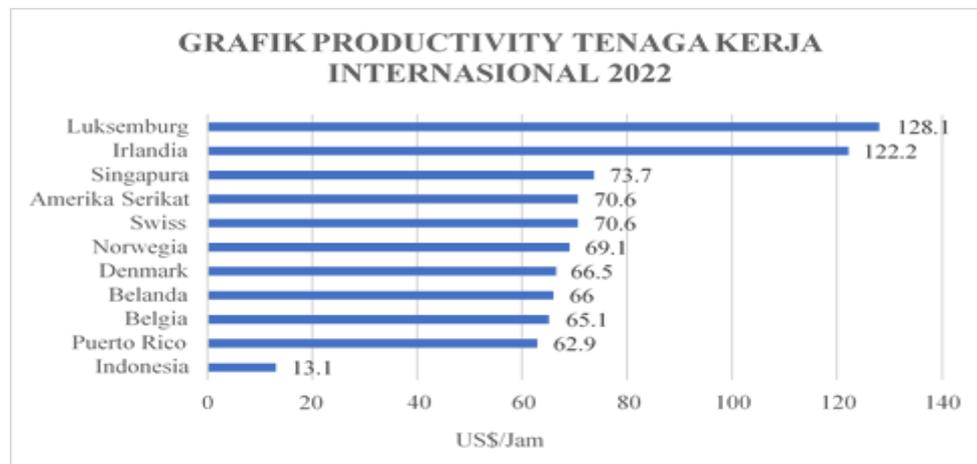
Competence is an important foundation in the implementation of work by employees to match the demands and responsibilities of their work. Employees need to continue to adapt and meet competency standards that are in accordance with the field of work. A person's ability to do the expected work using the skills, knowledge and experience they have is defined as competence. Several studies have shown a positive effect of competence on employee productivity, such as research by Saskia Nurul Aini (2021), which shows that competence affects employee work productivity.

Good work discipline is also needed to increase employee productivity. Good discipline shows that a person is very responsible for the duties and responsibilities assigned to him. Discipline, according to Hasibuan (2016: 190), is a person's awareness and willingness to comply with organizational regulations and applicable social norms.

Work discipline is when a person consciously obeys the rules and regulations of a particular organization, both businesses and employees. Being disciplined is a



way for employees to learn to follow company rules. If employees arrive at work on time, complete tasks satisfactorily, and comply with all company rules and norms, they will be more productive. Discipline is an important component of a company's success in achieving goals. Previous research, Rosie Oktavia Puspita Rini (2019) shows that work discipline simultaneously affects employee work productivity.



**Figure 1. International Labor Productivity Chart 2022**

based on Figure 1 above in the 2022 World's Highest Labor Productivity Countries List, Indonesia will rank 107 out of 185 countries, as shown above. According to Anisa Mutia (2022) in a databox article, Luxembourg is the country with the highest labor productivity. Employee labor production is very important, as it serves as a measure of success in running a business. The higher the productivity of employees, the greater the profit and productivity of the company (Afandi, 2018: 91) The biggest factor contributing to the increase in company productivity is the ability of human resources or professional labor and high discipline needed to achieve company goals.

According to the description above, PT. BPRS Puduarta Insani Tembung, which works in the banking sector and is one of the Private Owned Enterprises (BUMS), continues to implement competence and work discipline to improve the ability, skills, and discipline of employees so that each job can be completed more quickly and on target.

The ability of PT BPRS Puduarta Insani Tembung to increase productivity can be affected by the low competence and work discipline of employees in improving

performance. To ensure that they are skilled employees necessary for the progress and sustainability of the company, each employee must learn the values of competence and work discipline.

Another factor that is thought to affect the decline in employee work productivity at PT BPRS Puduarta Insani Tembung is the low employee competency factor, such as not being able to carry out tasks or complete tasks efficiently and not being able to do tasks according to standards and work time. Employee discipline is still low, is also one of the factors that cause employee work productivity to decline such as ineffective attendance time, frequent holidays and disobeying regulations.

From the description above, the researcher takes the independent variable Competence, work discipline to be tested, and the dependent variable work productivity and looks for the influence of each variable. From the discussion above, the researcher took the title "The influence of competence and work discipline on increasing employee productivity at PT. BPRS Puduarta Insani Tembung.

## **II. LITERATURE REVIEW**

### **Definition of Productivity**

Every company always tries to make employees excel in the form of providing maximum work productivity. Employee productivity for a company is very important as a measure of success in running a business. Because the higher the work productivity of employees in the company, it means that the company's profits and productivity will increase. According to Vinay Goel in (Toward Higher Productivity) states that Productivity is generally defined as the relationship between the resulting output (goods or services) and the input processed at a certain time (labor, materials, money).

According to Hasibuan (2007: 126), reveals that in a simpler way the meaning of productivity is a comparison in science between the amount produced and the amount of each source used during production. Human Resources is the most strategic element in the organization, must be recognized and accepted by management. Increased work productivity is only possible by humans. Conversely, Human Resources can also be the cause of waste and inefficiency in various forms



(Sutrisno 2011: 167). Therefore, paying attention to the human element is one of the demands in the overall effort to increase work productivity.

### **Definition of Competency**

Competence, as explained by Spencer and Spencer in Palan, refers to the relatively consistent character of an individual's attitude, behavior, and willingness and ability in the work environment. These competencies are formed from a combination of character, self-concept, internal motivation, and conceptual knowledge.

Siagian defines competence as an action or behavior that can be measured through a combination of knowledge, skills, and abilities needed to carry out a task. Meanwhile, according to Spencer and Spencer in Sutrisno, competence is a fundamental characteristic of a person related to the achievement of results in a job. Wibowo states that competence includes the ability to carry out tasks or work supported by work attitudes that are in accordance with professional demands and based on skills and knowledge. Competence reflects a combination of knowledge, skills, and attitudes in a particular field of expertise that characterizes a professional (Aisyah, 2021: 111). Competence, which comes from the word "competence", which means "expertise", is defined as "ability", and "authority", is defined as a dimension of the behavior of a leader or staff who has exceptional skills, knowledge and behavior.

### **Definition of Work Discipline**

The most important operational function of human resource management is discipline, because the level of employee discipline is directly correlated with the level of performance achieved. According to experts, the following is the definition of work discipline. Individuals who comply with all company regulations and applicable social standards (Hasibuan, 2019: 444).

Managers can use work discipline as a tool to communicate with their employees so that they better understand and are ready to fulfill company regulations (Rivai, 2011: 825). Discipline, according to Simamura, is the process of correcting or punishing staff members for violating procedures or rules (Simamura, 2004: 234). Work discipline means respecting, appreciating, obeying, and obeying written and unwritten rules; doing so and receiving sanctions for breaking them (Sastrodiwiryo,



2002: 192). The attitude of an employee who obeys company regulations, such as arriving and leaving on time, and completing tasks properly is called work discipline (Fathoni, 2006: 130). Based on the above understanding, work discipline can be defined as attitudes, behaviors, and actions that are in accordance with written and unwritten regulations. Violating these rules will lead to sanctions.

### III. METHODS

The research method used is descriptive with a quantitative approach. This descriptive method focuses on collecting data to test hypotheses or answer questions related to people's opinions on an issue or topic. Quantitative research relies on collecting and analyzing data in the form of numbers (numerical) to explain, predict, and control the phenomenon being studied. This research emphasizes the analysis of numerical data processed using statistical methods, so that an understanding of the relationship between significant variables can be obtained. This research data was obtained from a questionnaire and analyzed using multiple linear regression analysis with SPSS tools.

The main purpose of research is to get data; without understanding data collection techniques, researchers will not get data that meets the standards set. In this research, the techniques used are:

1. Documentation is used to collect data by collecting and analyzing written, pictorial, and electronic documents. This method leads more to concrete evidence. Data on the number of employees and the profile of BPRS Puduarta Insani Tembung is required through documentation.
2. Questionnaire, also known as questionnaire, is a data collection method in which respondents are given a set of questions or written statements to answer. In this study, the authors used a questionnaire to obtain data directly from sample employees.

Research instruments are tools used to collect data in a study. In quantitative research, data collection instruments are usually developed based on research variables derived from theories to be tested. In this study, the researcher used an instrument in the form of a questionnaire with a Likert scale that has 5 answer options.

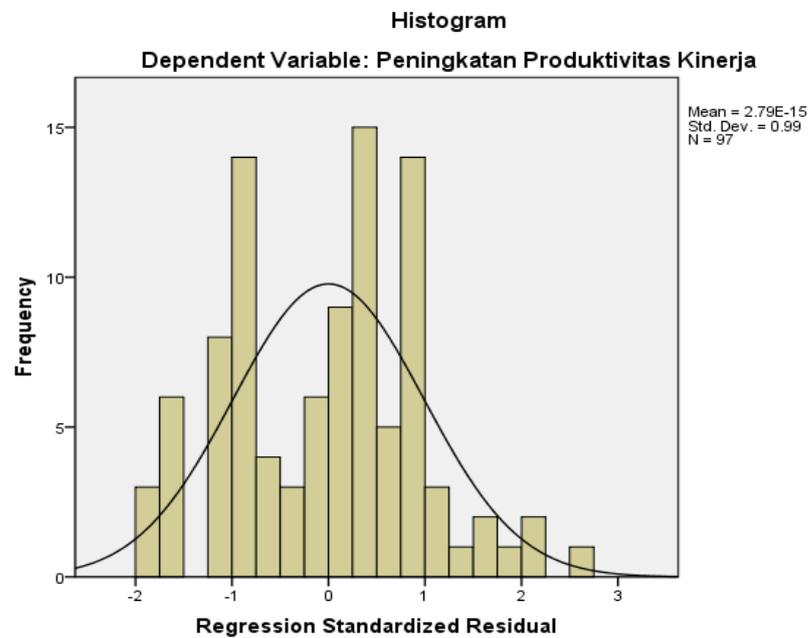
### IV. RESULTS



## Classical Assumptions

### 1. Normality Test

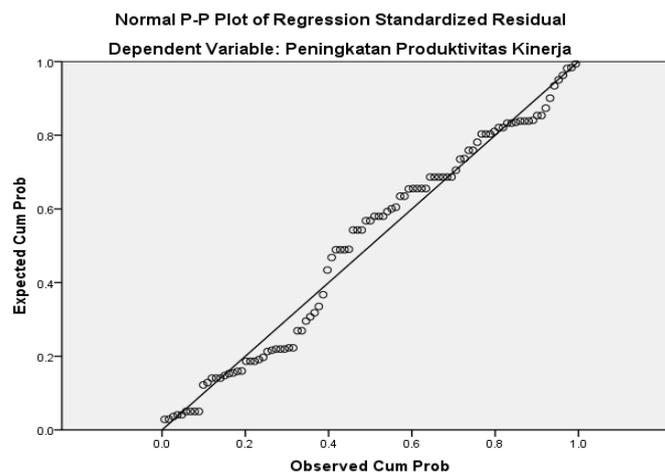
#### a. Histogram Approach



**Figure 2**  
**Histogram Test Results**

Based on Figure 2, it can be seen that the variables are normally distributed, this is indicated by the bell-shaped distribution of data and does not deviate to the left or right.

#### b. Normal P-P Plot Graph Approach



**Figure 3**  
**Normal P-P Plot Graph Approach Test Results**



Figure 3 shows that the image shows points that follow the data along the diagonal line. This indicates that the researcher's residuals are normal. However, to further ensure that along the diagonal line is normally distributed, the Kolmogorov-Smirnov test is carried out.

### C. Kolmogorov-Smirnov Approach

**Table 1**  
**Table Hasil One-Sample Kolmogorov-Smirnov Test**  
**One-Sample Kolmogorov-Smirnov Test**

|                                  |                          | Unstandardized Residual |
|----------------------------------|--------------------------|-------------------------|
| N                                |                          | 97                      |
| Normal Parameters <sup>a,b</sup> | Mean                     | .0000000                |
|                                  | Std. Deviation           | 1.33934003              |
|                                  | Most Extreme Differences |                         |
|                                  | Absolute                 | .099                    |
|                                  | Positive                 | .099                    |
|                                  | Negative                 | -.089                   |
| Kolmogorov-Smirnov Z             |                          | .977                    |
| Asymp. Sig. (2-tailed)           |                          | .295                    |

a. Test distribution is Normal.

b. Calculated from data.

Based on table 1 above, it is known that the kolmogorov-smirnov test results show that the asymp.sig value has a value of  $0.295 > 0.05$ , it can be concluded that this shows that the data in this study are normally distributed and the regression model is suitable for predicting the dependent variable, namely increasing work productivity based on the input of the independent variables, namely competence and work discipline, so the research data is suitable for use as research.

### 2. Multicollinearity Test

**Table 2**  
**Tolerance and VIF Value Test**  
**Coefficients<sup>a</sup>**

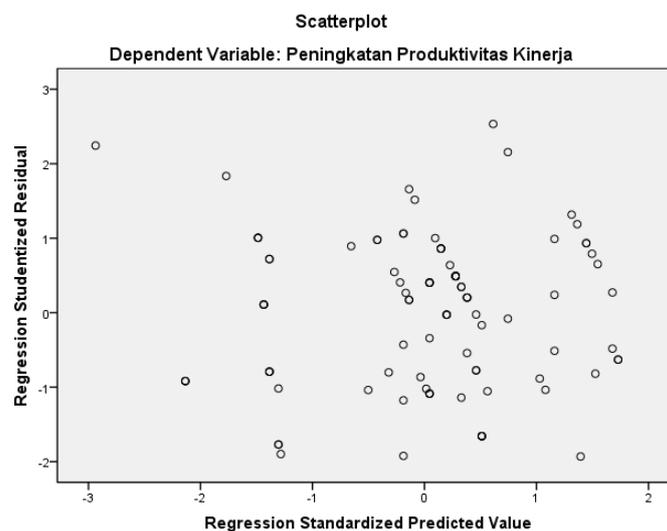
| Model          | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|----------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|                | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| 1 (Constant)   | 2.756                       | .671       |                           | 4.105 | .000 |                         |       |
| Kompetensi     | .593                        | .102       | .584                      | 4.886 | .002 | .124                    | 8.049 |
| Disiplin Kerja | .691                        | .088       | .768                      | 7.871 | .000 | .124                    | 8.049 |

a. Dependent Variable: Produktivitas Kinerja



Based on table 2 above, it is known that from the test results in the output table coefficient tolerance  $> 0.10$ , which is  $0.124$ , for the variance inflation factor (VIF) for  $VIF < 10$ , namely  $8.049$  and it can be concluded that there is no multicollinearity and the regression model is feasible to use to predict the dependent variable, namely increased work productivity based on input independent variables, namely competence and work discipline.

### 3. Heteroscedasticity Test



**Figure 4**  
**Heteroscedasticity Test Results Based on Scatter Plot Diagram**

Based on Figure 4, it can be seen that the points spread randomly, do not form a certain clear pattern and are spread both above and below zero on the Y axis. This means that there is no heteroscedasticity in the regression model so that the regression model is suitable for predicting purchasing decisions, based on the input of the independent variables.

### Hypothesis Test Results

#### Test t (Partial Test)

To find out how much influence individually the independent variables (competence/ $X_1$  and work discipline/ $X_2$ ) used in this research model have on the dependent variable (increased employee work productivity/ $Y$ ), a partial test (t-test) was conducted. In this study, the significant level is 10%. If the significant value is

greater than or equal to 5%, then the independent variable has no effect, and if the significant value is less than or equal to 5%:

**Table 3**  
**Partial Significance Test (t test)**  
**Coefficients<sup>a</sup>**

| Model          | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |           |
|----------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-----------|
|                | B                           | Std. Error |                           |       |      | Beta                    | Tolerance |
| 1 (Constant)   | 2.756                       | .671       |                           | 4.105 | .000 |                         |           |
| Kompetensi     | .593                        | .102       | .584                      | 4.886 | .002 | .124                    | 8.049     |
| Disiplin Kerja | .691                        | .088       | .768                      | 7.871 | .000 | .124                    | 8.049     |

a. Dependent Variable: Peningkatan Produktivitas Kinerja

1. Competence has a coefficient value of 0.593 and a t value of 4.886 which is greater than the significance level  $\alpha = 5\%$  ( $0.002 > 0.05$ ), it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that if competence is increased it will have a significant effect on increasing employee work productivity.
2. Work discipline has a coefficient value of 0.691 and a t value of 7.871 which is smaller than the significance level  $\alpha = 5\%$  ( $0.001 > 0.05$ ), it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, which means that if work discipline is improved it will have a significant effect on increasing employee work productivity.

### F test (simultaneous)

To determine whether all the independent variables used in this research model affect the dependent variable as a whole, the F test was conducted. The decision is made with the assumption of  $\alpha = 5\%$  (0.05), which means that if the probability value of f statistics is less than 0.05, then the independent variables as a whole affect the dependent variable. The following table shows the results of the F test:



**Table 4**  
**Simultaneous Significance F Test Results (F-Test)**  
 ANOVA<sup>b</sup>

| Model |            | Sum of Squares | df | Mean Square | F       | Sig.              |
|-------|------------|----------------|----|-------------|---------|-------------------|
| 1     | Regression | 1375.710       | 2  | 687.855     | 375.467 | .000 <sup>a</sup> |
|       | Residual   | 172.208        | 94 | 1.832       |         |                   |
|       | Total      | 1547.918       | 96 |             |         |                   |

a. Predictors: (Constant), Total Skor Pertanyaan Disiplin Kerja, Total Skor Pertanyaan Kompetensi

b. Dependent Variable: Total Skor Pertanyaan Produktivitas Kinerja

Based on table 4, it can be concluded that H<sub>0</sub> is accepted and H<sub>a</sub> is rejected, this can be seen from the calculated F value of 375.4 while the resulting significance value is 0.001 which is smaller than 0.05, thus it can be concluded that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. Independent variables which include competence and work discipline have a simultaneous influence on the dependent variable, namely increasing employee productivity. It can be concluded that competence (X<sub>1</sub>) and work discipline (X<sub>2</sub>) together have an effect on increasing work productivity (Y<sub>1</sub>) of employees of PT. BPRS Puduarta Insani Tembung North Sumatra.

### Test Coefficient of Determination (R<sup>2</sup>)

**Table 5**  
**Test Results of the Coefficient of Determination**  
 Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .943 <sup>a</sup> | .889     | .886              | 1.354                      | 2.242         |

a. Predictors: (Constant), Total Skor Pertanyaan Disiplin Kerja, Total Skor Pertanyaan Kompetensi

b. Dependent Variable: Total Skor Pertanyaan Produktivitas Kinerja

Based on table 5 above, it is known that the coefficient of determination (R Square) is 0.889 where it is seen (0.943 is the square of the correlation coefficient or R, namely  $0.943 \times 0.943 = 0.889$ ). The magnitude of the coefficient of determination (R Square) 0.889 is equal to 88.9%, which means that the effect of competence and work discipline on increasing employee productivity is 88.9%.

### The Effect of Competence on Work Productivity

With appropriate competence, the expected work productivity is achieved. With a coefficient value of 0.593 and a t value of 4.886 which is greater than the significance level  $\alpha = 5\%$ , researchers found that the competency variable has a



significant effect on increasing the work productivity of employees of PT. BPRS Paduarta Insani Tembung.

This research is also in line with research (Sutrisna & Aprilyani, 2021) at PT Guna Karya Elektrik regarding "The Effect of Training and Competence on Employee Productivity. Based on the results of research and answers to questionnaires with a total of 100 respondents distributed, the relationship between competence (X2) and productivity (Y) is shown by the correlation coefficient value of 0.612, so the relationship between competence and productivity is strong and has a positive relationship. So it can be concluded that the better the competence will affect the better productivity. In addition, another study (Iswadi, 2020) on the effect of competence on employee productivity at PT ISS Branch Cilegon found that competence has a significant effect on employee productivity. With the regression equation  $Y = 9.220 + 0.856 X$ , there is a strong correlation value of 0.777, and an influence contribution of 60.4%. Other factors influence 39.6% of the total. In the hypothesis test, the calculated t value is greater than the t table value, or 12.037 is greater than 1.985.

### **The Effect of Work Discipline on Work Productivity**

Work discipline is not easy and certainly requires the state of the individual in carrying it out to be aware of the responsibility to complete tasks and work. To maintain discipline in the workplace, companies must set rules to help employees stay disciplined. Businesses require more employees who are more proficient and punctual to complete their tasks as technology and knowledge advance.

Data collection conducted by researchers regarding work discipline to employees of PT BPRS Paduarta Insani Tembung, namely after statistical testing using SPSS, the results show that work discipline has a coefficient value of 0.691 and a t value of 7.871 which is smaller than the significance level  $\alpha = 5\%$  ( $0.001 > 0.05$ ), it can be concluded that shows that work discipline has a significant effect on increasing employee work productivity.

In addition, this study is in line with the findings of (Estiana, karoamh, & Saimima, 2023), which have been conducted using descriptive and verikative analyses. The results show that work environment and work discipline have a positive effect on



employee performance. The results of the t test show that the work environment has a positive and insignificant effect on employee performance, the t test shows that work discipline has a positive and significant effect on employee performance.

Previous studies also support this research (Putri & Maulida, 2020), entitled The Effect of Work Discipline and Work Facilities on Job Satisfaction and Employee Productivity of PT Subentra Pekanbaru City, which found that work discipline and work facilities have a positive effect on job satisfaction and employee work productivity. This research is also in line with the research of Patmarina & Redaputri (2021), entitled The Effect of Work Discipline and Work Facilities on employee productivity.

## V. CONCLUSION AND SUGGESTION

The results of this study were to determine and analyse how much the influence of competence and work discipline on employee productivity at PT BPRS Paduarta Insani Tembung. From this research it can be concluded:

1. Partially, Competence has a significant effect on increasing employee productivity at PT. BPRS Paduarta Insani Tembung.
2. Partially, work discipline has a significant effect on increasing employee productivity at PT. BPRS Paduarta Insani Tembung.
3. Simultaneously, competency variables and work discipline have a significant effect on increasing employee productivity at PT. BPRS Paduarta Insani Tembung.

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