



CUSTOMER SERVICE PERFORMANCE IS ASSESSED FROM WORK DISCIPLINE, WORK EXPERIENCE, AND SALARY

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Abstraksi.

Penelitian ini bertujuan untuk mengetahui pengaruh disiplin kerja, pengalaman kerja, dan gaji terhadap kinerja customer service di PT JMTO Ruas Tol Semarang ABC.

Dalam penelitian ini, populasi yang dipelajari adalah seluruh karyawan customer service di PT JMTO Ruas Semarang ABC, dengan total sebanyak 71. Sampel diambil menggunakan teknik purposive sampling. Kriteria sampel dalam penelitian ini adalah karyawan yang telah bekerja selama lebih dari satu tahun. Dari populasi tersebut, 60 responden memenuhi kriteria. Metode penelitian kuantitatif menggunakan SPSS Versi 26. Analisis data menggunakan regresi linear berganda. Hasil penelitian menunjukkan bahwa instrumen yang digunakan telah memenuhi standar uji instrumen serta lolos uji asumsi klasik. Berdasarkan pengujian hipotesis, ditemukan bahwa: (1) Disiplin kerja memiliki pengaruh positif dan signifikan terhadap kinerja karyawan, dengan koefisien variabel disiplin kerja (X_1) sebesar 0,342 (positif), nilai t hitung 4897 lebih besar dari t tabel 2,004, dan nilai signifikansi 0,00, sehingga terdapat pengaruh positif disiplin kerja (X_1) terhadap kinerja karyawan (Y). (2) Pengalaman kerja memiliki pengaruh positif dan signifikan terhadap keputusan pembelian, dengan koefisien variabel harga (X_2) sebesar 0,451 (positif) nilai t hitung 6.029 lebih besar dari t tabel 2,004, dan nilai signifikansi 0,00, menunjukkan adanya pengaruh positif pengalaman kerja (X_2)

terhadap kinerja karyawan (Y). (3) Gaji memiliki pengaruh positif dan signifikan terhadap kinerja karyawan, dengan koefisien variabel gaji (X3) sebesar 0,094 (positif) nilai t hitung 2.418 lebih besar dari t tabel 2,004, dan nilai signifikansi 0,00, menunjukkan adanya pengaruh positif gaji (X3) terhadap kinerja karyawan (Y). (4) Secara bersama-sama, variabel Disiplin kerja (X1), Pengalaman kerja (X2), dan Gaji (X3) secara simultan memengaruhi kinerja karyawan (Y), dibuktikan dengan nilai F hitung 65.580 lebih besar dari F tabel 2,54 dan nilai signifikansi 0,00.

Kata kunci :

kinerja karyawan, disiplin kerja, pengalaman kerja, gaji, customer service

Perusahaan disarankan untuk memperkuat budaya disiplin di setiap level organisasi, memberikan peluang pengembangan untuk layanan pelanggan, dan memastikan gaji yang kompetitif sesuai kontribusi karyawan. Untuk penelitian berikutnya, perluasan variabel, pendekatan kualitatif seperti wawancara mendalam, dan penerapan penelitian di sektor lain akan membantu mendapatkan wawasan lebih mendalam dan generalisasi hasil penelitian terkait kinerja customer service.

Abstract.

This study aims to determine the effect of work discipline, work experience, and salary on customer service performance at PT JMTO Ruas Tol Semarang ABC.

In this study, the population studied was all customer service employees at PT JMTO Ruas Semarang ABC, with a total of 71. The sample was taken using a purposive sampling technique. The sample criteria in this study were employees who had worked for more than one year. From this population, 60 respondents met the criteria. The quantitative research method used SPSS Version 26. Data analysis used multiple linear regression.

The results showed that the instruments used had met the instrument test standards and passed the classical assumption test. Based on hypothesis testing, it was found that: (1) Work

discipline has a positive and significant influence on employee performance, with a coefficient of work discipline variable (X1) of 0.342 (positive), a calculated t value of 4897 greater than the t table of 2.004, and a significance value of 0.00, so that there is a positive influence of work discipline (X1) on employee performance (Y). (2) Work experience has a positive and significant influence on purchasing decisions, with a coefficient of price variable (X2) of 0.451 (positive) a calculated t value of 6.029 greater than the t table of 2.004, and a significance value of 0.00, indicating a positive influence of work experience (X2) on employee performance (Y). (3) Salary has a positive and significant influence on employee performance, with a salary variable coefficient (X3) of 0.094 (positive) t-value of 2.418 greater than t-table 2.004, and a significance value of 0.00, indicating a positive influence of salary (X3) on employee performance (Y).. (4) Together, the variables Work discipline (X1), Work experience (X2), and Salary (X3) simultaneously affect employee performance (Y), as evidenced by the F-value of 65.580 greater than F-table 2.54 and a significance value of 0.00.

Keywords:

***employee performance,
work discipline, work
experience, salary,
customer service***

Companies are advised to strengthen the culture of discipline at every level of the organization, provide development opportunities for customer service, and ensure competitive salaries according to employee contributions. For further research, expanding variables, qualitative approaches such as in-depth interviews, and implementing research in other sectors will help gain deeper insights and generalization of research results related to customer service performance.

INTRODUCTION

PT Jasa Marga Tollroad Operator (JMTO) is a subsidiary of PT Jasa Marga (Persero) which operates in the management and operation of toll roads, including the Semarang ABC Section located in Semarang City. PT JMTO plays a role in ensuring the smoothness, safety, and comfort of toll road users under its management. As a toll road operator, PT JMTO also

provides customer service to support the needs of toll road users. This customer service can include handling complaints, emergency assistance, toll rate information, and travel guides along the toll roads managed by PT JMTO. In public services, customer service is very necessary because it is related to the services provided to customers. A company or public service will not run well if it is not supported by the existence of reliable customer service. Customer service must also communicate persuasively, be agile in serving customers and resolve customer problems without ignoring them first. There is a gap phenomenon related to work discipline, work experience and salary towards the performance of customer service of PT. Jasa Marga Tollroad Operator (JMTO) Semarang ABC Section.

Customer service at JMTO (Jasa Marga Tollroad Operator) has an important role in maintaining the satisfaction and comfort of toll road users through various services. They are tasked with handling complaints and questions related to payment issues, road disruptions, and other services, so that users feel comfortable and heard. In addition, customer service provides information on toll rates, routes, traffic conditions, and alternative routes, which help smooth user travel. In an emergency, such as an accident or vehicle breakdown, they are ready to provide quick assistance in collaboration with the patrol and rescue team. Customer service also ensures a positive driving experience through responsive and friendly service, and collects feedback from users for evaluation and improvement of service quality in the future. Customer service performance reflects the extent to which the services they provide are able to meet or exceed user expectations. This performance includes several aspects, such as responsiveness in responding to questions and complaints, the ability to provide accurate and relevant information, and speed and accuracy in handling emergency situations. Employee performance is the main determinant of company performance because its performance will impact the Company's operational activities. Suboptimal employee performance will hinder the company in achieving its goals (Ardana et al., 2013). Companies need to pay attention to their employees so that they can contribute well to the company and have optimal performance in order to achieve the goals expected by a company.

Work discipline is an attitude and behavior that shows awareness to comply with the regulations in force in an organization or company, both written and unwritten. According to Heidrachman and Husnan (2011) Work discipline is every individual and group that ensures compliance with orders and takes the initiative to take the necessary actions. Meanwhile, according to Hasibuan and Malayu (2013) A person's awareness and willingness to comply with all applicable regulations is called work discipline. This awareness is defined as the attitude of a person who voluntarily complies with all regulations and is aware of his

responsibilities, so that he will comply and do all his duties well, not because of coercion. According to research conducted by Mariani., et al (2017) work discipline has a positive and significant influence on employee performance. Research conducted by Labbase., et al (2023) also shows that work discipline has a positive and significant influence on employee performance.

Work experience is a measurement of the length of time or work period that a person has gone through to understand the job description of a job and be able to carry it out well (Ranupandojo, 2004). Work experience allows employees to develop skills, knowledge, and a deeper understanding of the tasks performed, and face challenges more effectively and efficiently. Over time, employees will learn from past mistakes, hone problem-solving skills, and improve employee performance. Based on the results of research by Yasin., et al (2021) shows that work experience has a positive and significant effect on employee performance. In line with previous research conducted by Ratnawati., et al (2020) the results show that work experience has a positive and significant effect on work experience.

Salary is an amount of money given to a person or employee as a reward for the efforts or work that has been done for the company. Salary is often referred to as Salary or incentives or salary or compensation. Salary or Salary have a very important role because Salary are one of the factors that drive employee performance in a company. Where good performance can support company productivity. In order for company activities to run smoothly, the company or institution needs a good payroll procedure so that employees receive their rights for what they have done. According to research conducted by Masyitah (2023), salary has a positive and significant effect on employee performance. However, in research conducted by Fanda and Slamet (2019) salary does not affect employee performance. Hermawan (2020) also explained the results of the study that salary has a negative and insignificant effect on employee performance.

LITERATURE REVIEW

The Influence of Work Discipline on Customer Service Performance

Work discipline is one of the important factors that can affect individual performance in the work environment. At PT Jasa Marga Tollroad Operator Section Semarang ABC, customer service plays a crucial role in providing optimal service to toll road users. The implementation of good work discipline, such as compliance with working hours, accuracy in carrying out tasks, and compliance with standard operating procedures (SOP), is expected to increase the effectiveness of the services provided. This is consistent with the theory of

human resource management which states that employees with high discipline tend to have better performance because they are more organized, responsive, and focused in carrying out their duties. Therefore, it can be assumed that work discipline has a significant partial effect on customer service performance.

H1: Work discipline has a partial effect on the customer service performance of PT Jasa Marga Tollroad Operator, Semarang ABC Section.

The Influence of Work Experience on Customer Service Performance

Work experience provides an important contribution in improving an individual's ability and skills in completing tasks related to customer service. As work experience increases, a customer service is expected to have a deeper understanding of complex situations and effective ways to handle customer complaints and requests. Work experience also allows individuals to learn from past mistakes and improve their service delivery approach, thereby increasing their productivity and quality of performance. In the context of PT Jasa Marga Tollroad Operator, experienced customer service is likely to be able to handle various types of customer interactions better, faster, and more efficiently, which ultimately contributes to increasing toll road user satisfaction.

H2: Work experience has a partial effect on the customer service performance of PT Jasa Marga Tollroad Operator, Semarang ABC Section.

Salary Affects Customer Service Performance

Salary is considered as one of the significant motivational factors. Competitive salary and in accordance with job responsibilities can increase employee motivation to work more productively and with quality. In the context of customer service, optimal performance is needed to meet customer expectations, and adequate salary can be an important motivation for them to provide better service. Previous studies have also shown that fair and adequate compensation is often positively correlated with increased employee performance, because they feel appreciated and motivated to achieve the desired target. Thus, in the case of customer service at PT Jasa Marga, the salary given partially is believed to be able to affect their performance, both in terms of productivity and the quality of service provided.

H3: Salary has a partial effect on customer service performance of PT Jasa Marga Tollroad Operator, Semarang ABC Section

Work Discipline, Work Experience, and Salary Influence Customer Service Performance

Employee performance is the result of a combination of various internal and external factors. Work discipline is an important factor because discipline creates consistency and

accuracy in carrying out tasks, which ultimately impacts the quality of service provided. Work experience also plays a crucial role, because employees with more experience tend to have the ability to handle more complex situations and show better performance in serving customers. In addition, adequate salary will motivate employees to work harder and be loyal to the company, thereby increasing their job satisfaction and productivity. Therefore, the combination of work discipline, work experience, and salary is expected to have a significant impact simultaneously on improving customer service performance in the company.

H4: Work discipline, work experience, and salary have a simultaneous effect on customer service performance of PT Jasa Marga Tollroad Operator, Semarang ABC Section.

Framework

The variables in this study consist of three independent variables, namely work discipline, work experience and salary and one dependent variable, namely employee performance. The following is a diagram of the framework of thought in this study:

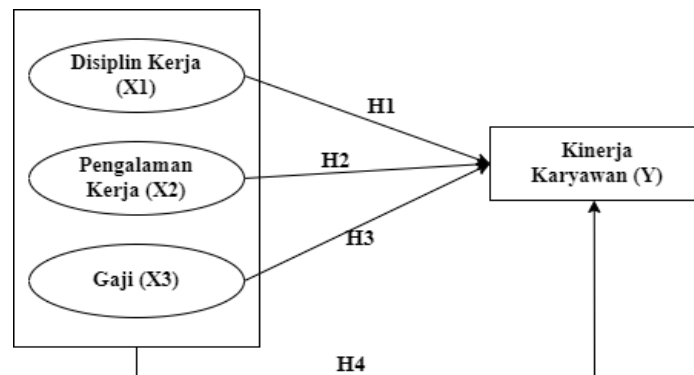


Figure 2.1
Framework

RESEARCH METHODS

In this study, the population is all customer service employees of PT Jasamarga Tollroad Operator Ruas Semarang ABC with a total of 71 employees with the criteria used as research samples, namely having worked for more than 1 year. In this study, the number of samples was 60 respondents. The sampling technique used in this study was purposive sampling.

Table 3.1
Variables, Operational Definitions and Indicators

Variables	Operational Definition	Indicator
Work Discipline (X1)	Work discipline is an attitude and behavior that shows employee obedience to organizational regulations, both written and unwritten. (Hasibuan, 2009)	1.Presence 2.Compliance with regulations 3.Compliance with work standards / SOP 4.Level of alertness 5.Work Ethics Rivai in Alfiah (2019)
Work Experience (X2)	Work experience is the knowledge, skills and abilities that a person has after working somewhere for a certain period of time. (Ranupandojo, 2015)	1. Length of work 2. Level of knowledge 3. Skill level 4. Mastery of work Foster in Sartika (2015)
Salary (X3)	Salary is a fixed amount of money paid to employees as a form of compensation for their services and work results. Usually paid monthly, according to the agreement stated. in the employment contract. (Ouchi, 1981)	1. Internal Justice 2. External justice 3. Decent standard of living 4. Fulfillment of needs 5. Motivation to work hard 6. Welfare (Siagian, 2008)
Employee Performance (Y)	Employee performance is the work results achieved by employees in carrying out their duties and responsibilities within a certain time period. (Samsudi, 2019)	1.Quality of Work 2.Quantity of Work 3.Punctuality 4.Effectiveness 5.Independence Robbins (2016)

RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

Multiple linear regression tests were conducted to test whether there was an influence between the independent variables (work discipline, work experience, and salary) on the dependent variable (employee performance).

Table 4.13
Multiple Linear Regression Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.113	1,368		1,544	.128
	Work Discipline	.342	.070	.411	4.897	.000
	Work experience	.451	.075	.503	6,029	.000
	Salary	.094	.039	.157	2.418	.019

a. Dependent Variable: Employee_Performance

Source: Processed data, 2024

From the table above, we found the regression equation for the influence of work discipline, work experience, and salary on employee performance as follows:

$$Y = 2.113 + 0.342 + 0.451 + 0.094 + e$$

Based on the regression equation, it can be seen that:

- 1) Constant (2.113) means that if work discipline (X_1), work experience (X_2), and salary (X_3) have a value of 0, then the employee performance value (Y) is predicted to be 2.113. This is the intercept or baseline value of employee performance when there is no influence from the three independent variables.
- 2) The work discipline coefficient (0.342) means that every one unit increase in work discipline (X_1) will increase employee performance (Y) by 0.342 units, assuming other variables are constant.
- 3) The work experience coefficient (0.451) means that every one unit increase in work experience (X_2) will increase employee performance (Y) by 0.451 units, assuming other variables are constant. This shows that work experience has a greater influence on performance than work discipline and salary.
- 4) The salary coefficient (0.094) means that every one unit increase in salary (X_3) will increase employee performance (Y) by 0.094 units, assuming other variables are constant. This shows that salary also has an effect, but its effect is relatively small compared to experience and work discipline.

Hypothesis Test (t-Test)

The t-statistic test is used to test how far the influence of one independent variable individually in explaining the dependent variable. The partial influence of each variable can be seen in the following table:

Table 4.14
t-Test Results

		Coefficients^a		Standardized Coefficients Beta	t	Sig.
Model		Unstandardized Coefficients B	Std. Error			
1	(Constant)	2.113	1.368		1.544	.128
	Work Discipline	.342	.070	.411	4.897	.000
	Work experience	.451	.075	.503	6.029	.000
	Salary	.094	.039	.157	2.418	.019

a. Dependent Variable: Employee_Performance

Source: Processed data, 2024

The level of significance (α) used is 5% or 0.05. The t table used is 2.004. The formula for finding the t table used is $df = 55$ ($df = n - k - 1 = 60 - 4 - 1$). Based on the table above, the results of the variable t test can be explained as follows:

- 1.) The t-value of the work discipline variable is 4.897 and the significance level is 0.000. Because the significance value (p-value) of work discipline is smaller than 0.05 ($0.000 < 0.05$) and the t-value (4.897) is greater than the t-table (2.004), it can be concluded that work discipline has a positive and significant effect on employee performance.
- 2.) The t-value of the work experience variable is 6.029 and the significance level is 0.000. Because the significance value (p-value) of work discipline is smaller than 0.05 ($0.000 < 0.05$) and the t-value (6.029) is greater than the t table (2.004), it can be concluded that work experience has a positive and significant effect on employee performance.
- 3.) The t-value of the salary variable is 2.418 and the significance level is 0.019. Because the significance value (p-value) of work discipline is smaller than 0.05 ($0.000 < 0.05$) and the t-value (2.418) is greater than the t-table (2.004), it can be concluded that work experience has a positive and significant effect on employee performance.

Coefficient of Determination (Adjusted R2 Test)

The coefficient of determination shows how much percentage of independent variables (work discipline, work experience, and salary) together explain the variation of dependent variables (employee performance). The coefficient of determination value is shown in Table 4.16 as follows:

Table 4.16
Results of Determination Coefficient Test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882a	.778	.767	.81651

a. Predictors: (Constant), Salary, Work Experience, Work Discipline

Source: Processed data, 2024

From the test results, the adjusted R Square value is 0.767 or 76.7%. From these results, it can be concluded that the three independent variables in this study have an influence of 76.7% on the dependent variable and the rest is the influence of other variables not examined in this study.

ANOVA Test (F Test)

The F test is conducted to see whether the independent variables as a whole have a significant effect on the dependent variable. The level of significance (α) used is 5% or 0.05. The F table used is 2.54. k ($k = 4$); $n - k$ ($60 - 4 = 56$)

Table 4.15
Simultaneous F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131,163	3	43,721	65,580	.000b
	Residual	37,335	56	.667		
	Total	168,498	59			
a. Dependent Variable: Employee_Performance						
b. Predictors: (Constant), Salary, Work Experience, Work Discipline						

Source: Processed data, 2024

From table 4.15 it can be seen that the F-count of 65.580 is much larger than the F-table of 2.54. Because $F\text{-count} > F\text{-table}$, this indicates that the overall regression model is significant. This means that the variables of work discipline, work experience, and salary together have a significant influence on employee performance.

Discussion

The Influence of Work Discipline Partially on Customer Service Performance of PT Jasa Marga Tollroad Operator of Semarang ABC Section

The results of the study indicate that work discipline has a significant positive effect on customer service performance at PT Jasa Marga Tollroad Operator, Semarang ABC Section, so the first hypothesis (H1) is accepted. In line with previous studies by Labbase., et al (2023); Sariningrum & Febrian (2023); and Sofia (2022) which concluded that work discipline has a positive and significant effect on employee performance.

The t-value of the work discipline variable is 4.897 and the significance level is 0.000. From this very strong significance value, it means that the higher the level of work discipline applied by employees, the better the performance they display. This significant positive influence indicates that employees who are disciplined in carrying out their duties and responsibilities are able to provide more effective and efficient services.

The Influence of Partial Work Experience on Customer Service Performance of PT Jasa Marga Tollroad Operator of Semarang ABC Section

The results of the study indicate that work experience has a significant positive effect on customer service performance at PT Jasa Marga Tollroad Operator, Semarang ABC Section, so the second hypothesis (H2) is accepted. In line with the results of research by Hermawan., et al (2020); Basyit., et al (2020); and Yasin., et al (2021) which stated that work experience has a positive and significant effect on employee performance.

This means that the longer or higher the work experience owned by customer service, the better the performance they show. In addition, the work discipline variable also shows a significant influence with a t-value of 6.029 and a significance level of 0.000, indicating that work discipline contributes substantially to improving customer service performance.

Partial Influence of Salary on Customer Service Performance of PT Jasa Marga Tollroad Operator of Semarang ABC Section

The results of the study indicate that salary has a significant positive effect on customer service performance at PT Jasa Marga Tollroad Operator Ruas Semarang ABC, so the third hypothesis (H3) is accepted. Masyitah., et al (2023) and Sofia (2022) also stated that salary / Salary / incentives have a positive and significant effect on employee performance.

The t-value of the salary variable is 2.418 and the significance level is 0.019. This means that when companies provide higher salaries to employees, they tend to show better performance in carrying out their duties and responsibilities. Higher salaries can be a form of appreciation from the company, thus motivating employees to work more efficiently, provide better service, and strive to achieve the set targets. In addition, competitive salaries can also increase employee job satisfaction, make employees more focused and committed in carrying out their duties, which ultimately has a positive impact on employee performance.

The Influence of Work Discipline, Work Experience and Salary Simultaneously on Customer Service Performance of PT Jasa Marga Tollroad Operator Semarang ABC Section

The F test results show a value of 65.580 with a significance value of 0.000. These results indicate that work discipline, work experience and salary simultaneously affect customer service performance at PT Jasa Marga Tollroad Operator of the Semarang ABC Section, so that the fourth hypothesis (H4) is accepted. Work discipline reflects the extent to which employees can comply with company regulations and operational standards, which have a direct impact on the quality of service provided.

Second, work experience plays a key role in enhancing employee skills and knowledge. Employees with more experience usually have a better understanding of the products and

services offered, and are able to handle various situations and problems that may arise more efficiently.

Third, salary serves as an incentive that can motivate employees to work better and achieve optimal performance. These three factors work synergistically, where work discipline creates an orderly work environment, work experience improves skills, and adequate salary motivates employees.

CONCLUSION

From the data that has been collected and the testing that has been done using the multiple linear regression method, the following conclusions can be drawn: (1) This study is able to explain 76.7% of the variation in the dependent variable of employee performance can be explained by the independent variables of work discipline, work experience, and salary. While the rest (23.3%) can be explained by factors outside the model, (2) The work discipline variable has a positive and significant influence on customer service performance. This means that the higher the level of work discipline possessed by employees, the better the performance shown by customer service, (3) The work experience variable also has a positive and significant influence on customer service performance. This shows that the more work experience a customer service has, the higher their performance in serving customers, and (4) The salary variable has a positive and significant influence on customer service performance. This indicates that with better compensation or salary received, employee motivation and performance in carrying out their duties will increase, and (4) The three variables simultaneously or together affect employee performance. The variables of work discipline, work experience, and salary collectively make a significant contribution to improving employee performance. In other words, the combination of good levels of discipline, sufficient work experience, and adequate compensation plays an important role in influencing the overall quality of employee performance.

Based on the conclusions of the research results above, suggestions that can be given to the Company include: (1) The Company needs to instill a strong culture of discipline at every level of the organization. Consistent discipline can be built with routine monitoring, periodic work evaluations, and others, (2) To maximize the benefits of work experience, the company should provide more opportunities for customer service to learn and develop so as to support the improvement of customer service performance, and (3) Given that salary has a significant positive influence, the company needs to ensure that the salary and benefits provided are in accordance with industry contributions and standards.

Meanwhile, for further research, among others: (1) Further research can expand the scope by adding other variables that also have the potential to affect customer service performance. This can provide a more comprehensive picture of the factors that contribute to increased performance, (2) Qualitative approaches, such as in-depth interviews or Focus Group Discussions (FGD), can be used to gain deeper insight into employee perceptions of discipline, experience, and salary, and (3) In order for the research results to be more generalizable, further research can be conducted in different industries or sectors, such as retail, banking, or health services. This will help determine whether the same factors affect customer service performance in other industries or whether there are specific factors that are only relevant to certain sectors.

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