

Motivational Influence Work and Discipline Work on Employee Productivity Through Worker Competency Mediation Generation Z of Central Java

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Abstract— This study aims to determine the effect of work motivation, work discipline on employee productivity through mediation as a competency in Gen Z. The method in this study uses a quantitative approach with Partial structural equations. Last Squares (PLS-SEM) to calculate and prove the given hypothesis. The distribution of questionnaires was carried out in the study in order to collect data. The respondents in the study numbered 241 people. The results of the study showed a relationship between motivation Work generation Z influences productivity Work in a way significant, related productivity Work Generation Z does not in a way significant influenced by discipline work, relatedness competence own significant influence to productivity Work generation Z, connectedness Competence Work influential significant mediate connection motivation Work and work productivity of generation Z, the relevance of work competence has a significant influence in mediating the relationship between work discipline and work productivity of generation Z.

Keywords— Work Motivation, Work Discipline, Work Productivity, Work Competence.

I. INTRODUCTION

Following the millennial generation is Generation Z, sometimes referred to as Centennials or Gen Z. Their birth years were 1997–2012 [1]. Generation Z, born after Generation X and Generation Y, grew together, developing technology. They often use technology to make it easier to live and fulfill their needs. Generation Z is also known as Employee Generation Z. They grow during the digital revolution, namely, the period of transformation of important social. Studies show that member Generation Y also known as Generation Millennials are different from member Generation Z. For increased performance, they are in place to work; member Generation Z needs empowerment structure from superiors [2].

According to information collected from sources that can be believed, Generation Z tends to chase actualization self through work they, think as tool For help journey personal, such as explore places new, get understanding about different people and cultures, and enhance skills they [3].

Quality human resources help organizations achieve success through good work productivity management. It is important for organizations to have productive employees so that organizational performance can increase. Organizations continuously strive to improve the work productivity of their employees. For guard reputation And continuity life organization which depends on the skills, abilities, knowledge and sincerity of its employees. Productivity is the work results

assessed by an employee in the workplace [4]. Productivity Work employees are very important For success and growth organization. Improvement productivity increase results and power competition companies in a competitive market [5].

Motivation in life every generation: Certain things changed along with the progress of time and technology, including Generation Z, which tends to concentrate on work and how they can live life with income themselves. They also want to give impact to the world, but at the moment, this generation Z is more focused on self; they alone live and thrive [1]. Motivation Work is a combination of energy, internally and externally, in work, like activity, intensity, and persistence associated with work [6]. One of the distinctive features of Generation Z is a strong drive for success, a desire for freedom, self-reliance, and a desire to be independent. confidence, real interest, need for evidence, and love of information technology. They are more accepting of facts and understand differences with high tolerance. Some companies complain about the level of discipline in Gen Z work. Discipline basically represents the magnitude of a person's obligations to the position they are given. Work discipline is when a worker always comes on time, completing tasks obediently for superiors and following all company regulations and ethics [7]. Worker discipline is needed to increase productivity and prepare to face increasing competition. Competence shows that a person has the necessary abilities to be able to influence doing a good job [8] In other words, the work competence possessed by an employee will impact workers' productivity and performance in the company or organization to produce the results that will be achieved. Competence describes the character of a person who has creative power and knowledge in the tasks being led. The competence possessed by Gen Z is formed starting from getting an education, expertise in socializing and collaborating, and having high innovation. Considering the problems mentioned above, this study attempts to examine work motivation, work discipline, and employee productivity through the work competencies of all Generation Z workers.

II. LITERATURE REVIEW AND RESERCH HYPOTHESES

A. Work Discipline

Work discipline is the obedience of workers to the rules or regulations in the organization [7]. The success or failure of an organization is greatly influenced by the work discipline of its employees. The obligation of work discipline plays an

important role in realizing conducive work that behaves in accordance with organizational goals. Therefore, every leader is required to discipline their employees so that all employees can work effectively. Employee with discipline Work tall motivated For Work with hard , which results in strong , skilled and capable employees finish task with good. With Thus, they allow outstanding performance normal achieved. Therefore that, can concluded that increase performance employee through improvement level discipline Work is key success organization or company in manage and develop his efforts [9].

Workplace discipline indicators include things like following corporate policies, being on schedule, and acting appropriately at work. Recognize indicators This assists managers in overseeing and enhancing staff discipline inside the company [10].

B. Motivation Work

Work motivation is the spirit to carry out human actions by considering the direction, intensity, and persistence required to achieve goals. Consists of two parts: internal and external. Achievement, recognition, responsibility, and work done indicate intrinsic motivation. On the other hand, supervision, compensation, physical working conditions, work relationships, security, and opportunities are factors that can increase work motivation [11]. Motivation is the ability to drive, direct, and control a person's behavior. [4]. Motivation is the drive or something that drives someone to carry out a substance with a predetermined target [12].

C. Productivity Employee

The main metric used to compare the outcomes is productivity by comparing the quantity of labor resources used (input) with the output. Great performance productivity when the effort made is greater than the labor resources used and low when the results obtained are below average from the labor resources used [13]. Employees experience a gap. The level of work given to employees exceeds their abilities, and they are still underappreciated for their productivity. This has a motivating effect on them to work. According to [12], employee productivity is how efficient an employee is in doing work compared to the resources used. There are a number of indicators in productivity work. The indicators include aspects of a worker's personality, like efficient mobility at work, as well as elements pertaining to the employee, including motivation, sufficient compensation, rewards, suitable placement, educational attainment, and physical and mental well-being. [10].

D. Competence

A person's competence is his/her capacity to achieve his/her goals through his/her knowledge, abilities, attitudes, values, or personal traits [14]. Every company always wants productive employees because it will be beneficial for the business. The basis of the concept of competence is the belief that every individual must explore, acquire, and improve their skills in order to achieve excellent results. Everyone is an important part of an organization. Thus, the company's performance depends on the performance of its employees. An agency can be successful if employees provide the best participation in

proportion to their expertise and responsibilities. This means that a person can work efficiently, allowing them to achieve success without disrupting the work of their colleagues [13].

E. Connection motivation Work to productivity Work generation Z

The role of motivation greatly influences productivity workers in an organization and with employee motivation can work better in improving work results to achieve organizational goals. According to [15], if employee motivation is good, then employee productivity will also be of higher quality. According to several studies, if employee productivity increases, their performance will be more optimal. Employee mental and physical health can be disrupted due to low work motivation. Therefore, companies need to evaluate the level of employee motivation to encourage them to work well. Based on this explanation, a hypothesis can be made, namely:

H1: It is suspected that work motivation has a significant influence on productivity. Generation Z work

F. Connection discipline Work to productivity Work generation Z

According to [7] Work Productivity has a significant impact on work discipline in the table. Work discipline is often considered the most visible reference of employees. Leaders must support work discipline, with work discipline, employees will be more effective and more productive in completing work because by working discipline can improve their performance. Work discipline includes the willingness and obligation of individuals to comply with the rules in the organization and the applicable morals, include their obligations and tasks. Employees should be free to choose to follow this discipline without feeling under any obligation to do so [16]. When the level discipline Work employee increase in a way consistent, that help increase productivity they. In other words, more and more increasing discipline work, then effective and efficient results Work high. Explanation This can produce a hypothesis, namely:

H2: It is suspected that work discipline has a significant influence on the work productivity of Generation Z.

G. Connection competence to productivity Work generation Z

Competence is the skill of each individual to achieve good productivity results. According to [12], the part test results, PT employees' work productivity is positively impacted by their work ability. Indonesia is secure and thriving. According to [17], the findings of PT. Manado City Government Service's multiple linear regression research show that competence has a beneficial impact on work productivity..

The second factor influencing job productivity that will be used in this study is the competency variable. According to the findings, competency is one of the key factors that affects hiring or firing employees. Explanation This can produce A hypothesis, namely:

H3: It is suspected that competence has a significant influence on the work productivity of Generation Z.

H. The relationship between competence and work motivation mediating work productivity of generation Z

The results of research conducted by [18] demonstrate the considerable positive association between job ability and employee productivity, acting as a mediator. Due to the fact that motivation can encourage workers to persevere in developing their skills in order to boost output through high-quality work output. Furthermore, it is said that competence acts as a mediator between an individual's motivation and greater production. Based on this explanation, a hypothesis can be drawn, namely:

H4: Work competence has a significant mediating effect on the relationship between work motivation and work productivity of Generation Z.

I. Competence Relationship Mediates Work Discipline and Work Productivity of Generation Z

[18], there is a considerable positive correlation between job competency and employee productivity and work discipline. Because discipline among employees can foster order and a sense of work ethic, which can lead to greater competency and, in turn, better productivity. And according to [19], when it comes to work productivity, competency influences the work discipline variable. Explanation This can produce a hypothesis, namely:

H5: Work competence has a significant influence in mediating the relationship between work discipline and work productivity of Generation Z.

III. RESEARCH METHODOLOGY

Study use approach quantitatively For test suspicion with use explanation statistics that can be reliable with correct results [20] .For this study, samples were taken from Generation Z employees throughout Central Java [2]. The sampling technique in this study used purposive sampling. The purpose of determining which sample is selected is based on research. To determine the number of samples, according to [21], there should be 50–100 responders in each descriptive study sample. This survey used 241 respondents in total. This study's data came from both primary and secondary sources One of the methods used in this study to collect data and information was a questionnaire. All questionnaires contain questions using a Likert scale measuring from 1 to 5. The research hypothesis testing used the partial least squares (PLS) method of structural equation modeling (SEM) based on variance. Factor analysis, path analysis, and structural modeling are all combined in SEM, a statistical analysis method. In addition, the smartPLS method is considered robust because it does not rely on certain assumptions [22] .

IV. RESULTS AND DISCUSSION

A. Description Respondents

The participant profile This study will describe the traits of the participants who completed the survey. The study's participant characteristics will be broken down by age and gender:

TABLE 1. Gender Description

Gender	Frequency	Percentage %
Man	149	61.83
Woman	92	38.17
Amount	241	100

As a conclusion from Table 1, characteristics of respondents based on sex declare that 149 respondents are male (61.83%) and 92 respondents are women (38.17%). This declares that the majority of participants in this study are male (61.83%).

TABLE 2. Age Respondent

Age	Frequency	Percentage %
15-20	120	49.79
21-25	107	44.44
26-28	14	5.80
Amount	241	100

Based on Table 2, the respondent characteristics data based on age are as follows: age 15-20 years: 120 people (49.79%), age 20-25 years: 107 people (44.44%), age 26-28 years: 14 people (5.80%) Based on the table above, it can be seen that the majority of respondents were aged 15-20 years, at 49.79%.

B. PLS Program Design

In this study, the hypothesis was tested by applying the SmartPLS 3.0 method, the architecture of the PLS program model being tested, used to analyze partial least squares (PLS) data, as follows:

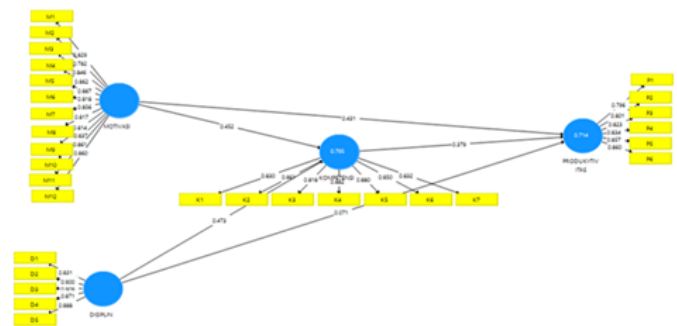


Fig. 1. PLS

C. Analysis Outer Model

TABLE 3. Outer Model

Variable	Indicator	Outer Loading
Discipline work	D1	0.831
	D2	0.900
	D3	0.909
	D4	0.871
	D5	0.888
Competence work	K1	0.830
	K2	0.861
	K3	0.818
	K4	0.882
	K5	0.880
	K6	0.850
	K7	0.832
Motivation work	M1	0.829
	M2	0.782
	M3	0.846
	M4	0.862
	M5	0.887
	M6	0.818
	M7	0.856
	M8	0.817
	M9	0.814
	M10	0.873
	M11	0.861
	M12	0.860
Productivity work	P1	0.796

	P2	0,801
	P3	0,823
	P4	0,834
	P5	0,857
	P6	0,860

The external load value is checked to conduct a convergent validity test. Any definition that has an external load value greater than 0.7 is considered convergently valid [23].

TABLE 4. Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
Work Discipline	0.775
Job Competence	0.724
Work motivation	0.705
Work Productivity	0.687

If the value reliability composite is more than 0.5, then the variable is considered to have good discrimination [23]. We can observe from the preceding table that each variable's AVE value is more than 0.5. With a motivation of 0.705, work discipline of 0.775, competence of 0.724, and work productivity of 0.687. This states that all variables in this study are valid.

TABLE 5. Composite Reliability

Variables	Composite Reliability	Description
Work Discipline	0.945	VALID
Job Competence	0.948	VALID
Work motivation	0.966	VALID
Work Productivity	0.929	VALID

Composite reliability must be above 0.7, and the loading factor must be above 0.6 [24]. It is evident from the preceding table that each variable's composite reliability value is more than 0.7, with motivation of 0.966, work discipline of 0.945, competence of 0.948, and the relationship of variables to work productivity of 0.929. From the results of the data analysis, each variable construct is considered valid.

TABLE 6. Cronbach Alpha

Variables	Composite Reliability	Description
Work Discipline	0.927	VALID
Job Competence	0.936	VALID
Work motivation	0.962	VALID
Work Productivity	0.908	VALID

According to the table above, which indicates that each variable's Cronbach alpha value is larger than 0.7, all of the variables examined in this study may be considered reliable. There are four values: 0.962 for motivation, 0.927 for work discipline, 0.936 for competence, and 0.908 for work productivity.

TABLE 7. Variance Inflation Factor (VIF)

Indikator	Discipline	Discipline	Discipline	Discipline
Discipline		3,849		4,983
Competence				4,873
Motivation		3,849		4,842
Productivity				

From the table analysis of the data, the mark for discipline work to competence is 3.849, and the value for motivation work

to competence is 3.849. The value of the variable discipline work to productivity work is 4.983, while the number for competence to productivity work is 4.873, and the value for motivation work to productivity work is 4.842. Each variable is >10; this means there is no multicollinearity test violation in this study.

C. Inner Model Analysis

The inner model is tested by assessing whether the Goodness value of Fit (Gof) fits, performs the Path Test Coefficient, and performs the Hypothesis Test. Description:

TABLE 8. R-Square

Variable	R Square	R Square Adjusted
Competence	0.795	0.793
Productivity	0.714	0.710

The following is how to categorize the correlation coefficient: 0 indicates no relationship, > 0-0.49 indicates a weak correlation, 0.51-0.99 denotes a substantial correlation, 1.00 denotes a moderate correlation, and 0.50 denotes a moderate correlation [23]. Based on the data above, conclude from the data above: variables competence Work has an R-squared of 0.795, which indicates that discipline work and motivation work amount to 79.5%, forming part of big competence work. Variable productivity work also has an R-squared of 0.714. This value shows that discipline, competence, and discipline work by 71.4%, forming part of big productivity work. Calculation results Q-Square value are as follows:

$$Q\ Squire = 1 - ((1 - R^2_1) \times (1 - R^2_2))$$

$$Q\ Squire = 1 - ((1 - 0.795) \times (1 - 0.714))$$

$$Q\ Squire = 1 - (0.205 \times 0.286)$$

$$Q\ Squire = 1 - 0.05863$$

$$Q\ Squire = 0.941$$

The Q-Square value is 0.941 based on calculations that are made. This shows that the research model is capable of explaining 94.1% of the diversity of the research data, and the remaining 58.63% is due to the study model excluding certain elements. This is to show how much good data is in accordance with the study model.

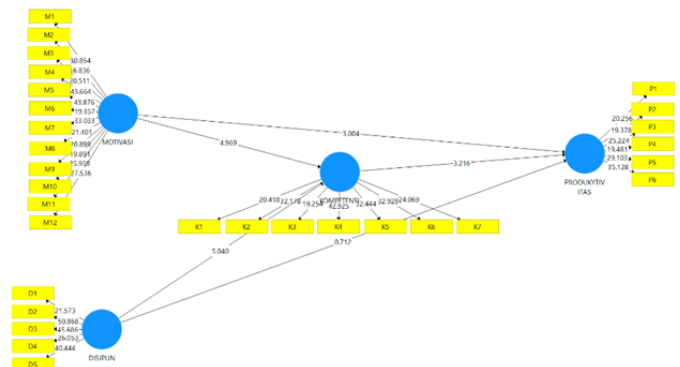


Fig. 2. Path Test Coefficient

Coefficient test path, which is based on the inner model diagram shows level influence variable independent to variable dependent on above, ratio road highest is from discipline Work to competence Work as many as 5,040, followed by motivation

Work to competence Work as many as 4,969, motivation Work to productivity as many as 3,004, discipline Work to productivity as much as 0.712, and competence Work to productivity as many as 3,216. Therefore that , as shown in explanation previously, every variable in this model have path coefficient value good. This value to state show the more tall mark coefficient track between variable free and variable bound so the impact it has variable independent mentioned in the variable dependent

TABLE 9. Path Coefficient

	Original Sample	T - Statistics	P - Value	Information
Work Discipline -> Work Competence	0.473	5,134	0,000	Significant
Work Discipline -> Productivity	0.071	0.737	0.462	Not Significant
Competence Work -> Productivity	0.379	3,383	0.001	Significant
Work Motivation -> Work Competence	0.452	5,062	0,000	Significant
Work Motivation -> Productivity	0.431	3,196	0.001	Significant

Based on the table above, the conclusion is as follows:

1. Hypothesis First, determine whether motivation in work generation Z influences productivity in a significant way. In the table, the obtained 3.196 for the t-statistic, 0.431 for the influence, and 0.001 for the p-value. The p-values for each of them are bigger than 1.96 and smaller than 0.001. So that can conclude that hypothesis first accepted.
2. Hypothesis second aiming to know whether discipline is effective and whether Generation Z's output has a favorable and noteworthy impact. The t-statistic value of 0.737 and the p-value of 0.462 indicate that the second hypothesis is not supported.
3. Hypothesis: The third try determines whether competence impacts productivity in a significant way. Work generation Z. With a mark of 3.389, the t-statistic value The p-value is 0.001, and the effect is 0.379. The third hypothesis is acceptable if the t-statistic value is more than 1.96 and the p-value is larger than 0.05.

TABLE 10. Path Coefficient

	Original Sample	t - statistic	P - Value	Information
Discipline work -> Competence work -> Productivity	0.179	3,840	0.001	Significant
Motivation Work -> Competence work -> Productivity	0.171	2,267	0.024	Significant

Table findings indicate that the following explanation will explain the link between exogenous and endogenous variables:

1. Hypothesis four is whether competence work is influential in a significant way as an intermediary in the connection between productivity work, Generation Z, and motivation work. The t-statistic value is 3.840, the t-table value is 1.96, which is smaller. At 0.001, the p-value is less than 0.05. The hypothesis is so accepted.
2. The fifth hypothesis tests whether work competence has a significant mediating effect. connection discipline Work and productivity Work generation Z. The t-statistic value, as shown in the previous table, is 2.267 > 1.96. The p-value, which is 0.024, is less than 0.05. The fifth hypothesis, which demonstrates that work competence is crucial in mediating

the relationship between Generation Z's work productivity and work discipline, is thus accepted

D. Discussion

1. The influence of motivation on the work productivity of Generation Z

According to data analysis from a survey of a number of individuals, a calculated t result of 3.196, more than the t table of 0.431, and a significance level value of 0.0001, less than 0.05, show that researchers found a positive link between Generation Z work motivation and productivity. Kindness [25] conducted a previous study that showed how BLP Property employee productivity is greatly influenced by their work atmosphere, motivation, and discipline. This shows that work enthusiasm and encouragement can increase employee work motivation, which then has an impact on their work productivity.

2. The influence of work discipline on the work productivity of Generation Z

According to the questionnaire analysis, Generation Z's work productivity is not significantly affected by their work discipline. The t-count result of 0.737 is higher than the t-table of 0.071 with a significance level value of 0.462, which is larger than 0.05. A study conducted by [26] examined how bank employees' productivity is impacted by pay, work motivation, and work discipline. According to the findings, employee productivity is unaffected by work discipline. due to workers' lack of concern and disregard for the guidelines established by Bank Syariah Kec. Kabanjahe. Therefore, either there is no meaningful positive correlation between work discipline and productivity among Generation Z, or the hypothesis is rejected.

3. Competence influences the work productivity of Generation Z.

Based on the research results, it was found that competence has a significant influence on the work productivity of Generation Z, as shown by the results of the sample questionnaire, with a t-table of 0.379 and a significance level of 0.001, which is less than 0.05. [27] PT Glostar Indonesia Sukabumi conducted a study on the impact of workload and competence on employee productivity with affective commitment as a mediating variable. The study's findings indicate that these factors have a significant impact on employee productivity at PT Glostar Indonesia Sukabumi.

4. Competence Work, influential, significant, mediate, connection, motivation Work and work productivity of Generation Z

Based on data processing through the distribution of questionnaires given to samples, researchers see competence work as an influential, significant, mediate connection between motivation work and the work productivity of Generation Z. This can be seen from the results of the t count of 3.840, which is greater than the t table of 0.179 with a significance level value of 0.001, <0.05.

[18] research states that work competence mediates work motivation with employee productivity in a significant positive way, because people who are motivated are more likely to persevere in developing their skills and provide high-quality work, which will boost productivity. And according to [19],

competency is a mediation that connects a person's motivation which leads to higher productivity.

5. Work competence has a significant mediating effect on the relationship between work discipline and work productivity of Generation Z.

Based on data processing through the distribution of questionnaires given to the sample, the researcher saw that work competence had a significant influence in mediating the relationship between work discipline and work productivity of generation Z. The t count of 2.267, which is higher than the t table of 0.171 and the significance level value of 0.024, <0.05, shows this According to research by [18] explains that work competence has a major positive impact on both work discipline and employee productivity since the former may foster order and a sense of purpose, which in turn can lead to greater competence and, ultimately, higher output. And according to [19], competence affects the level discipline work, which in turn influence productivity Work.

V. CONCLUSION

According to analysis and discussion conducted, research reaches the following conclusion:

1. In Generation Z, work motivation significantly affects productivity.
2. In Generation Z, work motivation significantly affects productivity. Competence has a positive and significant impact on increasing the work productivity of Generation Z.
3. Competence significantly and favorably affects Generation Z's increased productivity at work.
4. In Generation Z, competence has a major impact on the connection between productivity and work motivation.
5. The relationship between Generation Z's job productivity and work discipline is significantly influenced by competence.

Suggestion

The next researcher is expected to be able to carry out the research by conducting interviews or direct observations. And then can approach respondents individually so that they do not ignore the questionnaires given and are advised to consider the use of other variables that have not been discussed in this study are expected to contribute to explaining other factors that also affect work productivity.

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