THE EFFECT OF LEADERSHIP, WORK EXPERIENCE, COMPENSATION, AND WORK ENVIRONMENT ON WORK PRODUCTIVITY OF PRODUCTION EMPLOYEES

Anti Zalika, Muhammad Rusdi, Fakhrina*

UIN Raden Fatah Palembang

*Corresponding Email: fakhrina_uin@radenfatah.ac.id

ABSTRACT

This study aims to analyze the extent of the influence of leadership, work experience, compensation and work environment on the work productivity of employees in the production. The type of research used in this research is the type of quantitative research. The source of the data comes from the results of a questionnaire aimed at employees of the production division. The population in this study were all employees of the production division, totaling 75 people and the sampling in this study used the saturated sampling method, namely a sampling technique where all members of the population were sampled, this was done because the population was relatively small or less. of 100, with a sample of 75 people. Testing the hypothesis in this study using multiple linear regression, for data analysis with the help of the SPSS Ver 21 program. The results of this study indicate a positive and significant influence between leadership, work experience, compensation and work environment on work productivity, the results of the multiple regression test are $Y = 0.470 + 0.079 X1 + 0.975 X2 + 0.067 X3 + 0.060 X4$, and the results of the F test are Fcount (636.862) > Ftable (2.50). with a significance value of $0.000 < 0.05$, it can be concluded that the independent variables namely leadership, work experience, compensation and work environment together have a positive and significant influence on the dependent variable, namely work productivity.

Keywords: Aggression Behaviour, Frustation, Moslem Adolescents, Online Games

INTRODUCTION

The development of the business world is very necessary for the existence of quality resources to achieve company goals. The quality of existing human resources in a company organization can be measured by looking at the level of achievement of work productivity. If the productivity

is high or increased, it is declared successful and if it is lower than the standard or decreased, it is said to be not or less successful (Wibow, 2014).

Employee productivity is very important for companies because employee work productivity affects the quality and achievement of company goals. Productivity has two dimensions, namely effectiveness and efficiency. The first dimension relates to the achievement of maximum work, in the sense of achieving targets related to quality, quantity and time. The second dimension relates to efforts to compare inputs with the realization of their use or how the work is carried out. Therefore, employee productivity is a very important factor in supporting the success of a business (Aning and Holia, 2015). Factors that affect employee productivity include leadership or management, skills, income levels, and work environment.

PT Daya Semesta Agro Persada is an oil palm plantation and processing company located in Sidomulyo Village, Banyuasin Regency. Oil palm is an oil-producing crop, which plays an important role in the economy. Currently, oil palm plantations in Indonesia are cultivated by government, private and community plantations. In 2014 in Sidomulyo Village, a private oil palm plantation and processing company was established, namely PT Daya Semesta Agro Persada. In 2015 oil palm plantation and processing PT Daya Semesta Agro Persada has been actively engaged in oil palm processing, with diligent and smart work and employees so that it can run smoothly in producing Fresh Fruit Bunches (FFB), a part of coconut production. palm oil which is the initial product which will later be processed into crude palm oil (CPO).

The following is the work productivity of PT Daya Semesta Agro Persada in the last five years as shown in the following table:

Table 1
Employee Productivity of PT Daya Semesta Agro Persada 2015-2019

Year	FFB Target (Kg)	Realization (Kg)
2015	25,000,000	24,477,760
2016	25,000,000	14,693,805
2017	25,000,000	18,536,074
2018	25,000,000	27,351,000

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

20

| 2019 | 25,000,000 | 23,171,000 |

From the description of the data above, it can be seen that the targets that have been made by the company fluctuate up and down, so it can be seen that the production of PT Daya Semesta Agro Persada has only reached the target once. It is suspected that there are still some weaknesses shown by employees in work productivity. The decline in work productivity can affect the decline in production produced by the company, if this problem can be addressed immediately, the company will not suffer losses.

The influence of leadership on work productivity researched by Sakinah AS and Anang Suprianto (2017) and Revandy Caubertin et al (2014) which shows that leadership has a significant effect on work productivity. This is contrary to the results of research conducted by Netty Laura (2019) which shows that there is no effect between leadership on work productivity.

The effect of work experience on work productivity researched by Haedar and Suandi Putra Syamsuddin (2014) and Ardika Sulaeman (2014) shows that work experience has a positive effect on work productivity. This is contrary to the results of research conducted by Rizki Herdiansyah (2011) which shows that there is no effect between work experience on work productivity.

The effect of compensation on work productivity studied by Yusritha Labudo (2013) and Ni Kadek Yuliandari et al (2014) shows that compensation has a positive effect on work productivity. This contradicts the results of research conducted by Danang Wicaksono (2011) which shows that there is no significant effect between compensation on work productivity.

The influence of the work environment on work productivity researched by (Mia Audina and Seno Andri 2016) and Swandono Sinaga and Mariaty Ibrahim (2016) shows that the work environment has a positive effect on work productivity. This contradicts the results of research conducted by M. Zahari and Ubaidilah (2017) which shows that there is no significant effect between the work environment on work productivity.

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

21

From these various phenomena, it can be concluded that not every incident in the field is in accordance with the existing theory. This is reinforced by the existence of various research gaps in previous studies.

RESEARCH METHODS

The research design used is research research conducted on large and small populations but the data studied are data from samples taken from the population so that relative events, distributions and relationships between variables, sociological and psychological are found (Muhajirin and Panorama). . The type of research is quantitative where this research is an analysis of data in the form of numeric / numbers (Hendryadi Suryani, 2015). In this study, quantitative data were obtained from filling out questionnaires as a research instrument. Sources of data used in this study is primary data obtained from questionnaires aimed at employees of the production division at PT Daya Semesta Agro Persada to find out their opinions and assessments regarding the influence of leadership.

The population in this study were employees at PT Daya Semesta Agro Persada, amounting to 75 people, so using a saturated sample. Data collection techniques in this study were carried out by distributing questionnaires to employees of the production division of PT Daya Semesta Agro Persada about leadership, work experience, compensation and work environment on work productivity. In this study using a Likert scale level. This scale is widely used because it provides opportunities for respondents to express their feelings in the form of approval of questions given tiered from the lowest to the highest level (Bilon, 2006).

RESULTS AND DISCUSSION

Validity and Reliability Test Results

1. **Hypothesis testing**
a. **Partial Regression Coefficient Test (t Test)**

This test is used to determine whether in the regression model the independent variable partially has a significant effect on the dependent variable. The t-test was performed using a significant level of 0.05 level (α

Anti Zalika, Muhammad Rusdi, Fakhrina

The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

22

= 5%). If Tcount > T table and significant value < 0.05, then the hypothesis is accepted.

Table 2
Multiple Regression Analysis

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.470	.656		.716	.476
	Leadership	.079	.026	.069	3,003	.004
	Work experience	.975	.021	.943	45,899	.000
	Compensation	.067	.028	.053	2.429	.018
	Work environment	.060	.027	.053	2.232	.029

a. Dependent Variable: Work Productivity

Formula to find the value of ttable

ttable = □/ 2; n- k- 1

Information □= 0.05%z

n = number of respondents

k = number of variables

So, t table   0.05/2 ; 75-4-1

                      0.025 ; 75-4-1

                      0.025 ; 70

Based on the table above, it can be explained that the influence of leadership, work experience, compensation and work environment partially on the work productivity of employees at PT. Daya Semesta Agro Persada as follows:

1) The Effect of Leadership on Work Productivity

The influence of the Leadership variable (X1) individually/partially on the work productivity of employees at PT Daya Semesta Agro Persada. The results show that the leadership variable has a value of 3.003 with a significant value of 0.004 <0.05 while the value of tcount is 3.003 ttable is 1.994, which means tcount > ttable, it can be concluded that Leadership (X1) has a positive and significant effect on Work Productivity.

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

23

2) The Effect of Work Experience on Work Productivity

The influence of the Work Experience variable (X2) individually/partially on the work productivity of employees at PT Daya Semesta Agro Persada. The results show that the work experience variable has a value of 45.899 with a significant value of 0.000 <0.05 while the tcount value is 45.899 ttable 1.994 which means tcount > ttable. It can be concluded that Work Experience (X2) has a positive and significant effect on Work Productivity.

3) Effect of Compensation on Work Productivity

The influence of the individual/partial compensation variable (X3) on the work productivity of employees at PT Daya Semesta Agro Persada. The results show that the compensation variable has a value of 2.429 with a significant value of 0.018 <0.05 while the value of tcount is 2,429, ttable 1,994, which means tcount > ttable, it can be concluded that compensation (X3) has a positive and significant effect on work productivity.

4) Effect of Work Environment on Work Productivity

The influence of the work environment variable (X4) individually/partially on the work productivity of employees at PT Daya Semesta Agro Persada. The results show that the work environment variable has a value of 2.232 with a significant value of 0.029 <0.05 while the tcount value is 2.232 ttable 1.994, which means tcount > ttable, it can be concluded that the Work Environment (X4) has a positive and significant effect on Work Productivity.

b. Test the Regression Coefficient Together (Test F)

This test is used to determine whether the independent variables together have a significant effect on the dependent variable. It is said to be influential if Fcount > Ftable or significance value < 0.05. it is known that the Ftable in this study with the formula: (k ; n - k) = (4 ; 75 - 4) = (4 ; 71) = 2.50

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

24

Table 3
Simultaneous F Test

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	738,585	4	184.646	636,862	.000b
	Residual	20,295	70	.290		
	Total	758,880	74			

a. Dependent Variable: Work Productivity
b. Predictors: (Constant), Work Environment, Work Experience, Compensation, Leadership

Based on the table above, Fcount > Ftable, which is 636,862 > 2.50 with a significant value of 0.000 < 0.05, it can be concluded that the independent variables, namely leadership, work experience, compensation and work environment together have a positive and significant influence on the dependent variable. namely work productivity.

c. Determination Analysis (R2)

The determinant coefficient (R2) aims to measure the total variation (proportion of diversity) in the dependent variable (Y) which can be explained by all the independent variables in the model together.

Table 4
Determinant Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.987a	.973	.972	.53845

a. Predictors: (Constant), Work Environment, Work Experience, Compensation, Leadership

The table above shows that the coefficient of determination (adjusted r square) is 0.973, which means that the independent variable (X) to the dependent (Y) is 97.3%. This means that the influence of the independent variables (leadership, work experience, compensation and work environment) on the dependent variable (work productivity) is 97.3% while

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

25

the remaining 2.7% is explained by other variables outside the regression model.

DISCUSSION

1. The Effect of Leadership on Employee Work Productivity

According to Gary Yukl, leadership is the process of influencing others to understand and agree with what needs to be done and how the task is carried out effectively, as well as the process of facilitating individual and collective efforts to achieve common goals (Wirawan, 2017). In addition, Koontz and O'donnel say that leadership is a process of influencing a group of people so that they want to work seriously to achieve the group's goals (Moeheriono, 2012).

Based on the t-test that if tcount > ttable and the value of Sig. T table is 3,003 > 1,994 with a significance value of 0,004 < 0,05. means that there is a significant positive effect of the leadership variable on the work productivity variable. Then the hypothesis (H1) which reads "There is a positive and significant influence between leadership variables on work productivity variables" is accepted.

The results of this study are supported by research conducted by Sakinah AS and Anang Suprianto (2017), based on data analysis of the Leadership variable (X1) has a coefficient of 0.892, meaning that if leadership increases by 1%, employee productivity will increase by 0.892. Obtained tcount of 18.341 with a comparison of ttable 1.9840, it can be seen that tcount > ttable (18.341 > 1.984). Thus, it can be concluded that there is a positive and significant influence between leadership on work productivity. It is also supported by research conducted by Revandy Caubertin et al (2014), testing the leadership factor (X1) on work productivity (Y). Based on data analysis and hypothesis testing of the leadership variable with a tcount of 5,

The results of this study partially show that leadership has a positive and significant effect on work productivity. This means that the leadership variable will have a positive and significant effect on work productivity. So based on research conducted by distributing questionnaires where employees view the leaders at PT Daya Semesta Agro Persada as being able

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

26

to make decisions in the right way and at the right time, employees also state that the leader at work is always warm and builds mutual trust, then the leader of PT Daya Semesta Agro Persada always tries to encourage its subordinates to improve employee abilities,

So if PT Daya Semesta Agro Persada can choose a leader who is smart, has stable emotions, has intelligence in dealing with humans and has management skills. This will certainly have an impact on increasing the level of employee productivity.

2. The Effect of Work Experience on Employee Work Productivity

According to Ranupandojo, work experience is a measure of the length of time or period of work that a person has taken to understand the tasks of a job and have carried it out well. According to Trijoko, work experience is knowledge or skills that have been known or mastered by a person as a result of actions or work that has been done for some time (Imas and Efendi, 2014).

Based on the t-test that if tcount > ttable and the value of Sig. T table is 45,899 > 1,994 with a significance value of 0.000 < 0.05. means that there is a significant positive effect of the work experience variable on the work productivity variable. Then the hypothesis (H2) which reads "There is a positive and significant influence between work experience variables on work productivity variables" is accepted.

The results of this study are supported by research conducted by Haedar and Suandi Putra Syamsuddin (2014). Based on the data analysis, the coefficient value is 0.489 and the tcount is 7.653 with a significance level of 0.000, which is smaller than 0.05. Thus, it can be concluded that there is a positive and significant influence between work experience on work productivity. It is also supported by research conducted by Ardika Sulaeman (2014). The effect of work experience on work productivity is tested by comparing tcount of 8,595 with ttable of 1,976, in this case tcount is greater than ttable. Thus, it can be concluded that there is a positive and significant influence between work experience on work productivity.

The results of this study partially show that work experience has a positive and significant effect on work productivity. This means that the work experience variable has a positive and significant on work

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

27

productivity. So based on research conducted by distributing questionnaires where employees perceive that the length of time they have worked in this company makes it easier for them to work, and have knowledge and skills about the work provided by the company and master the work or work equipment provided by the company, it can make it easier for employees to work so that it can affect the level of employee productivity. This means that a person's ability will be more established, if the person has previously experienced the same activity for a relatively long time. The longer a person does his job, the more skilled he will be. High skills will have a positive impact on performance, such as the time it takes to complete the work faster, besides that the quality of the work will also improve so that it can affect the increase in the level of employee productivity.

3. The Effect of Compensation on Employee Work Productivity

According to Hasibuan (2002), compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company.

Based on the t-test that if tcount > ttable and the value of Sig. T table is 2.429 > 1.994 with a significance value of 0.018 < 0.05. means that there is a significant positive effect of the compensation variable on the work productivity variable. Then the hypothesis (H3) which reads "There is a positive and significant influence between compensation variables on work productivity variables" is accepted.

The results of this study are supported by research conducted by Yusritha Labudo (2013), testing the compensation factor (X3) on work productivity (Y). Based on data analysis and hypothesis testing of the compensation variable with a tcount of 4.277 with a significant level of 0.000 (greater than t-table of 1.684 and p value of 0.000 <0.05), thus the compensation variable has a positive and significant effect on work productivity. It is also supported by research conducted by Ni Kadek Yuliandari et al (2014). Based on the results of statistical test calculations with the help of SPSS 19.00, it shows that there is a partial effect of compensation on work productivity. The effect of partial compensation on work productivity is 0.448 (44.80%).

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

28

The results of this study indicate that partially compensation has a positive and significant effect on work productivity. This means that the compensation variable will have a positive and significant effect on work productivity. So based on research conducted by distributing questionnaires where employees state that the amount of wages they receive is in accordance with the work they do, employees also state that the incentives they receive are able to meet their needs, and the health insurance that employees receive is as expected and bonuses/ The THR given by PT Daya Semesta Agro Persada makes employees more active at work, it can build employee motivation to produce better performance and will have an impact on increasing work productivity.

4. The Influence of Work Environment on Employee's Work Productivity

Nitisemito argues that the work environment is everything that is around the workers and can affect them in completing all the tasks assigned to them. According to Sarwoto, the work environment is a place where an employee works including the physical and non-physical environment that can affect morale in carrying out work (Berto and Seno, 2014).

Based on the t-test that if tcount > ttable and the value of Sig. T table is $2.232 > 1.994$ with a significance value of $0.029 < 0.05$. means that there is a significant positive effect of the work environment variable on the work productivity variable. Then the hypothesis (H4) which reads "There is a positive and significant influence between work environment variables on work productivity variables" is accepted.

The results of this study are supported by research conducted by Swandono Sinaga and Mariaty Ibrahim (2016). Based on the data analysis, it was obtained that tcount was 9.449 with a comparison of ttable 0.276, it can be seen that tcount > ttable ($9.449 > 0.276$). Thus, it can be concluded that there is a positive and significant influence between leadership on work productivity. It is also supported by research conducted by Mia Audina and Seno Andri (2016), testing the factors of the Work Environment (X4) on Work Productivity (Y). Based on data analysis and hypothesis testing of the work environment variable with a tcount of 6.895 with a significant level of 0.000 (greater than t-table of 2,000 and p value of 0.000 <0.05),

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

29

The results of this study partially show that the work environment has a positive and significant effect on work productivity. This means that the work experience variable has a positive and significant effect on work productivity. So based on research conducted by distributing questionnaires where employees perceive that the air circulation at PT Daya Semesta Agro Persada operates well so that employees feel comfortable, employees also state that there is a good relationship between employees and management or employees and employees, as well as the existing facilities in the company. PT Daya Semesta Agro Persada (mushola, toilet and work equipment) is complete and comfortable. This means that by providing a comfortable working environment for employees, employee productivity will increase.

5. The Influence of Leadership, Work Experience, Compensation and Work Environment on Employee Productivity

The results of this study indicate that leadership, work experience, compensation, and work environment simultaneously have a positive effect on work productivity. This is evidenced by the results of Fcount > Ftable which is 636,862 > 2.50 with a significant value of 0.000 < 0.05, so this study succeeded in proving the hypothesis with the F test which stated that there was a significant influence between leadership, work experience, compensation, and work environment. on the work productivity of employees in the production division at PT Daya Semesta Agro Persada. And the coefficient of determination (adjusted r square) is 0.972, which means the effect of the Independent variable (X) on the Dependent (Y) is 97.2%. It means that the effect of the independent variable (leadership, work experience, compensation, and work environment) on the dependent variable (work productivity) is 97.2% while the remaining 2.8% is explained by other variables outside the regression model.

CONCLUSION
1. Leadership (X1) partially has a positive and significant effect on the work productivity of production employees at PT Daya Semesta Agro Persada, Sidomulyo Village, Kec. Water Beetle, Kab. Banyuasin. This shows that a leader who has good abilities will be able to motivate his

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

30

subordinates to do their job well so that they can increase the work productivity of production employees at PT Daya Semesta Agro Persada, Sidomulyo Village, Kec. Water Beetle, Kab. Banyuasin.

2. Work Experience (X2) partially has a positive and significant effect on the work productivity of production employees at PT Daya Semesta Agro Persada, Sidomulyo Village, Kec. Water Beetle, Kab. Banyuasin. This shows that the longer a person does his job, the more skilled he will be. High skills will have a positive impact on productivity, such as the time needed to complete the work faster, besides that the quality of the work will also be better and can increase the work productivity of production employees at PT Daya Semesta Agro Persada Sidomulyo Village, Kec. Water Beetle, Kab. Banyuasin.

3. Compensation (X3) partially has a positive and significant effect on work productivity of production employees at PT Daya Semesta Agro Persada, Sidomulyo Village, Kec. Water Beetle, Kab. Banyuasin. This shows that the compensation provided is solely for the welfare of employees as well as a tool to build employee motivation to produce better performance and can increase the work productivity of employees in the production department at PT Daya Semesta Agro Persada, Sidomulyo Village, Kec. Water Beetle, Kab. Banyuasin.

4. The Work Environment (X4) partially has a positive and significant effect on the work productivity of production employees at PT Daya Semesta Agro Persada, Sidomulyo Village, Kec. Water Beetle, Kab. Banyuasin. This shows that by providing a comfortable working environment for employees, employee productivity will increase.

5. Leadership, work experience, compensation, and work environment simultaneously have a positive effect on work productivity. This is evidenced by the results of Fcount > Ftable, namely 636,862 > 2.50 with a significant value of 0.000 <0.05 and a coefficient of determination (adjusted r square) of 0.972, which means that the influence of the Independent variable (X) on the Dependent (Y) is 97.2% . this means that the effect of the independent variable (leadership, work experience, compensation, and work environment) on the dependent variable (work productivity) is 97.2% while the

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

31

remaining 2.8% is explained by other variables outside the regression model.

BIBLIOGRAPHY

AS, Sakinah dan Anang Suprianto, "*Pengaruh kepemimpinan Terhadap Produktivitas Kerja Karyawan Bagian Multifuel Boiler Pada PT. Lontar Papyrus Pulp and Paper Industry*", Jurnal Manajemen dan Sains (J-MAS) Vol.2 No.1, 2017.

Audina, Mia dan Seno Andri, *"Pengaruh Lingkungan Kerja Dan Insentif Terhadap Produktivitas Kerja Karyawan Pada Pabrik kelapa Sawit PT Perkebunan Nusantara V Sei Rokan"*, Jurnal Online Mahasiswa FISIP Universitas Riau Vol.3 No.1, 2016.

Girsang, Revandy Caubertin, dkk, *"Pengaruh Kepemimpinan Dan Kompensasi Terhadap Produktivitas Karyawan Pada PT. Murini Sam Sam Kelurahan Pinggir Kecamatan Mandau Kabupaten Bengkalis"*, Jurnal Online Mahasiswa FISIP Universitas Riau Vol.1 No.2, 2015.

Haedar dan Suandi Putra Syamsuddin, "*Pengaruh Motivasi Dan Pengalaman Kerja Terhadap Produktivitas Kerja Karyawan PT. Suzuki Diana Motor Cabang Palopo*", Jurnal Mnajemen STIE Muhammadiyah Palopo Vol.1 No.2, 2016.

Hasibuan, Malayu S.P, *Manajemen Sumber Daya Manusia*, Jakarta: Bumi Aksara, 2002.

Labudo, Yusritha, *"Disiplin Kerja Dan Kompensasi Pengaruhnya Terhadap Produktivitas Karyawan"*, Jurnal EMBA Vol.1 No.3, 2013.

Laura, Netty, "*Pengaruh Kepemimpinan dan Penerapan Model Absensi Fingerprint Terhadap Produktivitas Kerja dengan Disiplin Kerja sebagai Variabel Moderating*", Buseniss Managemen Journal Vol.15 No.1 ,2019

Moeheriono, *Pengukuran Kinerja Berbasis Kompetensi,* Jakarta: Rajawali Pers, 2012.

Muhajirin dan Maya Panorama, *Pendekatan Praktis Metode Penelitian Kualitatif dan Kuantitatif*, Yogyakarta: Idea Press, 2018.

Purba, Berto Kristanto dan Seno Andri, "*Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Loyalitas Karyawan (Studi Kasus PT.*

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

32

Capella Dinamik Nusantara Cab. Kandis)", Jurnal Online Mahasiswa FISIP Universitas Riau Vol.4 No.1, 2017.

Putri, Aning Kesuma dan Siti Holia, "*Pengaruh Komunikasi Dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan Pada PT Perkebunan Hasil Musi Lestari Jayaloka Kabupaten Musi Rawas",* Jurnal Profit Vol.2 No.2, 2018.

Rizki Herdiansyah, *"Pengaruh Pengalaman Kerja dan Tingkat Upah Terhadap Produktivitas Pekerja di UD. Farley's Kota Mojokerto",* Jurnal Bisma, 2011 (diunduh dari www.academia.edu).

Simamora, Bilson, *Analisis Multivariat Pemasaran,* Jakarta: PT. Gramedia Pustaka Utama, 2005.

Sinaga Swandono dan Mariaty Ibrahim, "P*engaruh Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan (Bagian Produksi Minyak Kelapa Sawit PT. Mitra Unggul Pusaka Segati Pelalawan Riau*)", Jurnal Online Mahasiswa FISIP Universitas Riau Vol.3 No.2, 2016.

Sulaeman, Ardika, "*Pengaruh Upah Dan Pengalaman Kerja Terhadap Produktivitas Karyawan Kerajianan Ukiran Kabupaten Subang*", Jurnal Trikonomika Vol.13 No.1, 2014.

Suryani Hendryadi, *Metode Riset Kuantitatif Teori Dan Aplikasi Pada Penelitian Bidang Manajemen Dan Ekonomi Islam,* Jakarta: Kencana, 2015.

Wibowo, *Edisi Keempat Manajemen Kinerja*, Jakarta: Rajawali Pers, 2014.

Wicaksono, Danang. Skripsi. *Peningkatan Produktivitas Kerja Karyawan melalui Kepemimpinan Disiplin Kerja, Motivasi, dan Kompensasi pada PT. Danatrans Service Logistics Semarang,* Universitas Semarang, 2011.

Wirawan, *Kepemimpinan Teori, Psikologi, Prilaku Organisasi, Aplikasi Dan Penelitian,* Jakarta: Rajawali Pers, 2017.

Yuliandari, Ni Kadek, dkk, "*Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan Bagian Loster Pada UD Yuri Desa Pangkung Buluh kecamatan Melaya Kabupaten Jembrana*", Jurnal Manajemen Indonesia Vol.2 No.1, 2014.

Yuningsih, Imas dan Efendi Pasribu, "*Pengaruh Upah, Pengalaman Kerja Dan Semangat Kerja Terhadap Produktivitas Karyawan Pada PT Lingga Tiga Sawit Sigambal"*, Jurnal ECOBISMA Vol.1 No.1, 2014.

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

33

Zahari, M. dan Ubaidilah, "*Pengaruh Lingkungan Kerja terhadap Produktivitas Karyawan Pabrik Unit Usaha Kayu Aro PT. Perkebunan Nusantara VI (Persero) Wilayah Jambi*", Jurnal Ilmiah Ekonomi dan Bisnis (Eksis) Vol.5 No.1, 2017.

Anti Zalika, Muhammad Rusdi, Fakhrina
The Effect of Leadership, Work Experience, Compensation, and
Work Environment on Work Productivity of Production Employees

Vol. 1 No. 1. Januari-Juni 2022
P. 19-34

34