

THE INFLUENCE OF COMMUNICATION, COMMITMENT AND WORK EXPERIENCE ON HUMAN RESOURCE PERFORMANCE WITH MOTIVATION AS A MODERATOR VARIABLE AT PT. MITRA JAYA BAHARI

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ABSTRACT

The purpose of this study was to determine whether communication, commitment and work experience have a significant effect on human resource performance and motivation as a moderator variable strengthens the effect of communication, commitment and work experience on human resource performance. The population in this study were employees and employees at PT Mitra Jaya Bahari. The number of samples in this study were 87 respondents and the questionnaire used a Likert scale. The data in this study used multiple linear regression. As for testing the hypothesis partially and simultaneously using the t test, f test. Moderated Regression Analysis (MRA) aims to test moderator variables. From the plot test results, it was found that the communication, commitment and work experience variables did not occur symptoms of heteroscedasticity. The results of this study are: (1) Communication and work experience have a significant effect on human resource performance. While commitment has no significant effect on human resource performance. Simultaneously, communication, commitment and work experience both have a significant effect on human resource performance. (2) As for motivation as a moderator variable, MRA results show that motivation can strengthen the effect of communication on human resource performance. However, motivation weakens the influence of commitment and work experience on human resource performance. Simultaneously, motivation can strengthen the influence of communication, commitment and work experience on human resource performance.

Keyword: *Communication, Commitment, Work Experience, Motivation*

1. INTRODUCTION

Shipping services (Freight Forwarder) are indeed very necessary to expedite the import and export process carried out by companies engaged in shipping goods from one place to another, in this case exporters to importers, or from sellers to buyers, who are in two different places, and have a considerable distance so that the goods sent can get to the destination quickly and easily. Freight forwarder services can be carried out by plane (air freight), ship (sea freight) and truck (inland trucking). So that the goods sent by the seller / exporter will reach the hands of the buyer / importer.

PT Mitra Jaya Bahari is one of the companies as a provider of International Sea Freight Forwarding and Customs Service which was founded in 1972. Step by step and from year to year, the company's activities continue to grow. PT Mitra Jaya Bahari aims to facilitate customers and take care of all customs services at the port required for the implementation of shipping and receiving goods via sea transportation. To achieve the above goals, PT Mitra Jaya Bahari must continue to improve the performance of its human resources.

Human resources or abbreviated as HR are the only resources that have reason, feelings, desires, skills, knowledge, drive, power and work (ratio, taste and karsa). All of these HR potentials affect the organization's efforts to achieve goals. Even though technology is advanced, information development is available, capital and adequate materials if without human resources it is difficult for the organization to achieve its goals. (Surajiyo et.al., 2020). By adhering to this definition, (Surajiyo, 2020) added that human resources can be interpreted as a source of strength derived from humans that can be used by organizations. Thus the term human resources is human resources and is a power.

In human resources or as employees in an organization in a company, of course, must have communication. Communication is an exchange of information through one person to another to achieve certain goals. In other words, communication is the exchange of messages between people with the aim of mutual understanding (Marwansyah, 2016). Communication is one of the most important factors in work. In working, of course, employees will always communicate with each other, both with superiors, subordinates, and colleagues so that there is no misunderstanding with the information obtained. Thus, communication is one of the important

aspects that must be owned by an employee. Whether or not the employee's performance is seen from how he communicates within the company.

As happened at PT Mitra Jaya Bahari, sometimes there is still a lack of communication between employees which causes misunderstandings between employees to affect the performance of these employees, and work becomes slower to complete. For example, a container that wants to be shipped out must be in good condition. If there is less damage, it must be replaced with another container. Because in the system, the container cannot be shipped out. This must be coordinated by the team. Otherwise, it will be a longer process to ship overseas.

In addition to communication, commitment is also an aspect that affects the performance of HR itself. With organizational commitment, individuals remain involved with the organization until the end of their tenure. Organizational commitment itself means employee involvement in a particular organization (McShane & Glinow, 2010). Commitment is an important factor that must be grown in a person because it can affect their performance.

(Busro, 2018: 75) states that organizational commitment is a manifestation of a person's willingness, awareness and sincerity to be bound and always be in the organization which is described by the amount of effort, determination, and belief in achieving the vision, mission and common goals. The problem that occurs at PT Mitra Jaya Bahari is that there are several employees who are not committed to their company, for example the problem of employee punctuality at work. In the last 6 (six) months, some have been late for work. The following is data on employees who arrive before office hours.

Table 1.1 Attendance on Time 2022

Division	Number Of Employees	On Time Percentage					
		Jan	Feb	Mar	Apr	May	Jun
Lathe	1	79%	69%	88%	67%	48%	61%
Cleaning	2	80%	77%	78%	96%	85%	91%
Emr	3	94%	85%	85%	86%	84%	90%
Isotank	7	81%	74%	81%	75%	72%	73%
Mechanic	3	75%	85%	89%	94%	85%	73%
Office	37	64%	56%	59%	68%	63%	63%
Operator	8	63%	67%	69%	67%	62%	64%
Reefer	1	57%	90%	90%	78%	89%	100%
Driver	10	86%	60%	57%	63%	54%	67%
Tire Fitter	4	74%	75%	74%	65%	77%	84%
Welders	7	75%	78%	82%	80%	87%	85%
Vispot	1	71%	47%	42%	65%	39%	50%
Warehouse	3	32%	27%	29%	29%	58%	50%

Based on table 1.1 above, it illustrates that employee commitment at PT Mitra Jaya Bahari is still lacking. In the table above, data from January to June, some employees entered before 08.30 WIB. The rest of the employees came late. This can make employee performance go down.

Work experience is also a factor that can affect performance. In working an employee needs to have experience that we have done. Work experience is one of the most important factors to improve employee work both in quantity and quality. Many people say that experience is the best teacher, this also applies to the work experience of employees in a company. Work experience is the main capital for someone to enter a certain field. Employees who have experience in working will form expertise in their field, so that in doing something, such as taking care of documents, pulling containers from the depot will be quickly resolved.

According to Sastrohadiwiryono (in Ratulangi Journal, 2016) said that work experience is one of the most important in the company. Employees who have a lot of work experience, will be very easy to adapt to the work at hand. Work experience provides a lot of expertise and work skills. Conversely, limited work experience results in a lower level of expertise and skills. (Suwarno and Aprianto, 2019). The phenomenon that occurs at PT Mitra Jaya Bahari is that some employees still have little work experience and are slow to adapt so that they hesitate when solving a problem and making decisions.

Human resource performance is an important thing for the progress of the company. If the performance of human resources is poor, then activities in the company will be disrupted, which may hinder the development of the company. According to (Suwatno and Priansa, 2014) disclosing performance or performance, performance can also be interpreted as work performance or work implementation or performance results. Work performance, implementation or good performance results, the performance of human resources will be good too. So that the

company will be even better.

In addition, according to (Mangkunegara, 2015) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. If the quality and quantity are not good, then the performance of these human resources will not be good either. The performance of human resources at PT Mitra Jaya Bahari sometimes there are still those who are not so good in quality and quantity, so that some are not as expected from the tasks given responsibility by the employee himself. The following is data on the assessment of human resource performance at PT. Mitra Jaya Bahari in the period 2020 to 2022.

Table 1.2 Employee Performance Appraisal from 2020 to 2022

Performance Assessment	Year 2020		Year 2021		Year 2022	
	Number Of Employees	Percentage (%)	Number Of People	Percentage (%)	Number Of People	Percentage (%)
Excellent	21	24	11	13	13	15
Good	30	34	26	30	22	25
Fair	24	28	32	37	35	40
Insufficient	12	14	18	21	17	20
Total	87	100	87	100	87	100

Table 1.2 proves that human resource performance is still far from good. Based on the data above, the percentage of good and excellent performance assessments has decreased. With this data, the performance of human resources at PT Mitra Jaya Bahari still needs to be improved, in order to launch activities and further advance this company. Motivation is something that is needed by people in this world, including employees. Work motivation will improve the performance of the employees themselves. With motivation at work, it will achieve the goals to be achieved. Motivation is a factor that will encourage someone to carry out a certain activity, therefore motivation is sometimes interpreted as a factor driving a person's behavior in doing a job (Sutrisno, 2016). The same thing was stated by (Hasibuan, 2017) motivation is an action or driving force that produces work enthusiasm in a person to be able to work together in bringing up a work idea to achieve the desired target. Based on the explanations above, the authors are very interested in conducting research with the title "The Effect of Communication, Commitment and Work Experience on Human Resource Performance with Motivation as a Moderator Variable at PT Mitra Jaya Bahari".

2. MATERIALS & METHODS:

Multiple Linear Regression Analysis

$$Y = B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$$

Where:

- Y = Human Resource Performance
- B1,B2,B3 = Variable Regression Coefficient
- X1 = Communication
- X2 = Commitment
- X3 = Work Experience
- e = Error

3. RESULT:

Result of Multiple Linear Regression Analysis

Table 1.3
Multiple Linear Regression Analysis Results

Model	Coefficientsa		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients				
	B	Std. Error	Beta		
(Constant)	-,100	1,508		-,066	,947
Communication	,641	,147	,421	4,348	,000
Commitment	-,062	,073	-,082	-,851	,397

Work Experience	,464	,089	,498	5,205	,000
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a. Dependent Variable: People Performance

Based on Table 1.3, a research model can be prepared with the following regression equation:

$$Y = -0.100 + 0.641X_1 - 0.062X_2 + 0.464X_3$$

The multiple regression equation model means:

1. The constant value is -0.100, which means that if the independent variables Communication (X1), Commitment (X2) and Work Experience (X3) are equal to 0, then Human Resource Performance (Y) is -0.100.
2. The regression coefficient value X1 = 0.641 with a positive value indicates that every time there is an increase in variable X1 by 100%, the performance increases by 64.1%.
3. The regression coefficient value X2 = -0.062 with a negative value indicates that every time there is a 100% decrease in the X2 variable, the performance decreases by -6.2%.
4. The regression coefficient value X3 = 0.464 with a positive value indicates that every time there is an increase in the X3 variable by 100%, the performance increases by 46.4%.

Partial Test Results (t Test)

Table 1.4
Partial Test Results (t Test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	-.100	1,508		-.066	,947
Communication	,641	,147	,421	4,348	,000
Commitment	-.062	,073	-.082	-.851	,397
Work Experience	,464	,089	,498	5,205	,000

a. Dependent Variable: People Performance

Effect of Communication on Human Resource Performance

Based on Table 1.4, it can be seen that the Communication variable (X1) has a significance value of 0.000 where this value is smaller than 0.05. This means that Communication has a significant effect on Human Resource Performance. From Table 1.4 regarding the effect of Communication (X1) on Human Resource Performance (Y), it is obtained that the tcount value is 4.348 > ttable 1.663 with a sig probability of 0.000 smaller than $\alpha = 0.05$. It can be concluded that communication partially has a significant influence on human resource performance.

Effect of Commitment on Human Resource Performance

Based on Table 1.4, it can be seen that the Commitment variable (X2) has a significance value of 0.397 where this value is greater than 0.05. This means that Commitment has no significant effect on Human Resource Performance. From Table 1.4 regarding the effect of Commitment (X2) on Human Resource Performance (Y), it is obtained that the tcount value is -0.851 < ttable 1.663 with a sig probability of 0.397 greater than $\alpha = 0.05$. It can be concluded that Commitment partially has no significant effect on human resource performance.

Effect of Work Experience on Human Resource Performance

Based on Table 1.4, it can be seen that the Work Experience variable (X3) has a significance value of 0.000 where this value is smaller than 0.05. This means that work experience has a significant effect on Human Resource Performance. From Table 1.4 regarding the effect of Work Experience (X3) on Human Resource Performance (Y), the tcount value is 5.205 > t table 1.663 with a sig probability of 0.000 smaller than $\alpha = 0.05$. It can be concluded that commitment partially has a significant influence on human resource performance.

Results of Simultaneous Test

Table 1.5
Simultaneous Test Results (F Test)
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1596,801	3	532,267	41,193	.000 ^b
Residual	1072,463	83	12,921		
Total	2669,264	86			

a. Dependent Variable: People Performance

b. Predictors: (Constant), Communication, Commitment, Work Experience

Based on Table 1.5, it can be seen that there is a significance value of 0.000 less than $\alpha = 0.05$. This shows that communication, commitment and work experience simultaneously (together) can have a significant effect on the performance of human resources at PT Mitra Jaya Bahari. When compared to the Fcount and Ftable values, namely $41.193 > 2.71$, it can be concluded that simultaneously communication, commitment and work experience have a significant effect on the performance of human resources at PT. Mitra Jaya Bahari.

Determination Test Results

Table 1.6
Test Results of the Coefficient of Determination
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.598	.584	3,59461

a. Predictors: (Constant), Communication, Commitment, Work Experience

b. Dependent Variable: People Performance

Based on Table 1.6, it is known that the Rsquare value is 0.598 or equal to 59.8%, which means that communication, commitment and work experience are able to explain human resource performance by 59.8%. The remaining 40.2% is explained by three other independent variables that are not included in this research model such as work environment, job satisfaction and job stress.

Moderated Regression Analysis (MRA) Test Results

Table 1.7 MRA Test Results 1
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,731	2,948		1,944	,055
Communication	-,355	,274	-,233	-1,295	,199
Commitment	-,219	,184	-,290	-1,195	,236
Work Experience	,436	,220	,468	1,980	,051
Motivation	,138	,193	,153	,719	,474
Communication*Motivation	,038	,015	,925	2,640	,010
Commitment*Motivation	,008	,010	,405	,873	,385
Work Experience*Motivation	-,013	,012	-,567	-1,045	,299

a. Dependent Variable: People Performance

Based on table 1.7, the significance value between communication and motivation is 0.010 < 0.05 , it can be concluded that the motivation variable is able to moderate the effect of communication variables on human resource performance. Meanwhile, for commitment and motivation with a significant value of 0.385 > 0.05 . This proves that motivation is not able to moderate the effect of commitment variables on human resource performance.

The significance value between work experience and motivation is $0.299 > 0.05$, which means that motivation is not able to moderate work experience on human resource performance. Based on the test results above, only communication is able to be moderated by motivation on human resource performance. Meanwhile, commitment and work experience are not able to be moderated by motivation towards human resource performance.

The table below is to test simultaneously the variables of communication, commitment and work experience simultaneously moderated by motivation can affect human resource performance.

Table 1.8 MRA Test Results 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 ^a	.776	.756	2,750

a. Predictors: (Constant), Work Experience*Motivation, Commitment, Communication, Work Experience, Motivation, Communication*Motivation, Commitment*Motivation

Based on table 1.8, it is known that the Rsquare value is 0.776, then the contribution of communication, commitment and work experience, after the existence of motivation as a moderator variable is 7.76%. So it can be concluded that after the moderator variable, namely motivation can strengthen the effect of communication, commitment and work experience on human resource performance.

Discussion of Research Results**Effect of Communication on Human Resource Performance**

Based on the results of research on the effect of communication on human resource performance which states $t_{count} 4.348 > t_{table} 1.663$ where H_a is accepted H_0 is rejected, which means that communication has a significant effect on the performance of human resources at PT Mitra Jaya Bahari. The results of this study indicate that human resource performance can be influenced by communication. This is in line with (Safarini, 2020), that there is a positive and significant influence between communication variables on employee performance.

The Effect of Commitment on Human Resource Performance

Based on the results of the research above, the results show that commitment to human resource performance has no significant effect. This is based on the $t_{count} -0.851 < t_{table} 1.663$ H_a rejected H_0 accepted, meaning that this commitment variable has no significant effect on the performance of human resources at PT Mitra Jaya Bahari.

The negative t_{count} value indicates that commitment is in the opposite direction to human resource performance. This is because the commitment of employees is not fully optimal when faced with a problem. whether employees will continue to work with the status in the company of non-permanent employees, with various kinds of shortcomings in meeting the needs so that employees are less than optimal in providing services to customers, and less attention to the last education in work and personality. Thus the lower the commitment, the lower the performance of human resources. The results of this study are in line with previous research (Suhardi, 2021) that organizational commitment has no significant effect on employee performance.

Effect of Work Experience on Human Resource Performance

Based on the results of research that has processed the data, it shows that work experience has a significant effect on human resource performance. This is based on $t_{count} 5.205 > t_{table} 1.663$ H_a is accepted H_0 is rejected, which means that work experience has a significant effect on human resource performance.

This is in line with (Edy et al, 2019) that work experience has a positive effect on employee performance. The higher a person's work experience, the higher the performance of human resources. Conversely, the lack of work experience will also have a significant effect on the performance of human resources.

Effect of Communication, Commitment and Work Experience on Human Resource Performance

Based on the results of the research above that communication, commitment and work experience with a

significant value of 0.000 are smaller than $\alpha = 0.05$, meaning that simultaneously have a significant effect on human resource performance. Communication between fellow employees, commitment and work experience such as the length of time a person works in a company, together have a significant effect on human resource performance. The better the communication, commitment and work experience, the better the performance of human resources. Conversely, it will also affect the performance of human resources.

The Effect of Communication on Human Resource Performance with Motivation as a Moderator Variable

Based on the research above, the significance value is $0.010 < 0.05$, which means that the motivation variable is able to moderate or strengthen the effect of communication variables on human resource performance. Strengthened by motivation as a moderator variable, communication between employees can significantly affect the performance of human resources.

This is in line with (Jelya et al, 2022) that the existence of the Motivation variable (Z) as a moderating variable will be able to strengthen or increase the effect of the Communication variable (X) on Performance (Y). With moderation strengthened, communication can significantly affect the performance of human resources.

The Effect of Commitment on Human Resource Performance with Motivation as a Moderator Variable

Based on the results of research that has processed the data that the significance value of $0.385 > 0.05$ can be concluded that motivation is not able to moderate commitment to human resource performance. Thus, motivation as a moderator variable can weaken the effect of commitment on human resource performance.

This is in line with (Esa et al, 2018) that motivation is unable to moderate organizational commitment to employee performance. According to Sulijaya and Bangun (2015: 434) if a commitment has been made by an individual, then he will give maximum effort for the benefit of the company. In addition, they will participate and be actively involved in advancing the company. If individuals have a high commitment, they will usually pay more attention to the continuity of the organization and try to direct the organization to be better in the future. Conversely, if individuals have a low level of organizational commitment and are selfish, then they will have no intention of advancing the organization so that it is possible not to achieve an increase in the company's managerial performance. Therefore, in the absence of motivation as a moderator, a person's high commitment will affect the employee's performance.

The Effect of Work Experience on Human Resource Performance with Motivation as a Moderator Variable

Based on the research results above, with a significance value of $0.299 > 0.05$ that motivation is unable to moderate work experience on human resource performance. A significance value greater than 0.05 means that human resources who already have experience are more familiar with what they do. So they don't need any more motivation to do their job. This is also supported by the data obtained that most employees are between 31-50 years old, so it is likely that they have had a lot of experience in their current job.

This research is in line with (Yunus, 2018) that motivation is unable to moderate the effect of work experience on performance. With work experience, it does not require motivation to improve employee performance.

The Effect of Communication, Commitment and Work Experience on Human Resource Performance with Motivation as a Moderator Variable

Based on the research that has been done, the R-square value is 0.776. then the contribution of communication, commitment and work experience, after motivation as a moderator variable is 7.76%. This means that communication, commitment and work experience moderated by motivation can affect human resource performance. Thus, the amount of employee motivation will strengthen the effect of communication, commitment and work experience on the performance of these human resources.

4. CONCLUSION:

Based on the results of research and discussion that has been carried out by researchers in the previous chapter regarding the effect of communication, commitment and work experience on human resource performance with motivation as a moderator variable, the following conclusions can be drawn: Communication has a significant effect on human performance. This means that because there is a lot of communication with fellow employees and superiors, the performance of human resources at PT Mitra Jaya Bahari will also increase.

Commitment has no significant effect on human resource performance. This means that even if we are committed to the company, no matter how much it will not affect the performance of human resources at PT Mitra Jaya Bahari. Work experience has a significant effect on human resource performance. This means that the amount of experience in working for a company will certainly greatly affect the performance of human resources

at PT Mitra Jaya Bahari. Communication, commitment and work experience simultaneously have a significant effect on human resource performance. This means that communication with fellow employees and superiors, our commitment to the company and experience at work, if done together will affect the performance of human resources at PT Mitra Jaya Bahari. Motivation is able to moderate communication on human resource performance. Thus, motivation as a moderator variable strengthens the effect of communication on human resource performance. This means that motivation is able to strengthen the effect of communication to fellow employees and superiors on the performance of human resources at PT Mitra Jaya Bahari. Motivation is not able to moderate commitment to human resource performance. Thus, motivation as a moderator variable weakens the effect of commitment on human resource performance. This means that motivation towards employees will not strengthen the effect of commitment on the performance of human resources at PT Mitra Jaya Bahari. Motivation is unable to moderate work experience on human resource performance. This means that no matter how motivated an employee is, it cannot strengthen the influence of work experience on human resource performance. Communication, commitment and work experience moderated by motivation can affect human resource performance. Therefore, the amount of employee motivation can strengthen the effect of communication, commitment and work experience on the performance of human resources at PT Mitra Jaya Bahari.

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