

THE EFFECT OF WORK EXPERIENCE AND WORK FACILITIES ON THE PERFORMANCE OF EMPLOYEES OF THE AGRICULTURE AND PLANTATION SERVICE OF BATU BARA DISTRICT MEDIATED BY WORK MOTIVATION

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Abstract

This study aims to determine the Work Experience and Work Facilities on the Performance of Employees of the Agriculture and Plantation Service of Batu Bara Regency. The research method used is a quantitative method using the assistance of Smart PLS version 3.0 which is collected from the results of distributing questionnaires to Employees of the Agriculture and Plantation Service of Batu Bara Regency. The analysis method used in this study is to use an instrument test, namely a validity and reliability test. measurement model (outer model) namely validity test, reliability test, then structural model (inner model) including: coefficient of determination / r-square (r^2), goodness of fit model and hypothesis test with t-statistic test and indirect effect test (indirect effect). The results of Smart PLS 3.0 in this study are Work Experience Affects Work Motivation, Work Facilities Do Not Affect Work Motivation, Work Experience Affects Performance, Work Facilities Do Not Affect Performance, Work Motivation Affects Performance, Work Experience Affects Performance Mediated by Work Motivation, Work Facilities Do Not Affect Performance Mediated by Motivation.

Keywords: *Work Experience, Work Facilities, Work Motivation, Performance*

1. INTRODUCTION

Human Resource Management plays an important role in achieving the goals of an agency or company. Quality, effective, and productive Human Resource Management is a major asset that determines the success of an organization, both in the public and private sectors. In government agencies, such as the Department of Agriculture and Plantation of Batu Bara Regency, proper Human Resource Management is needed to ensure that programs and policies are implemented properly to support community welfare. The Department of Agriculture and Plantation of Batu Bara Regency is one of the government agencies responsible for managing and developing the agricultural and plantation sectors in Batu Bara Regency. This agency has a strategic role in improving community welfare through the development of agricultural and plantation commodities, providing modern agricultural technology, and mentoring for farmers and agribusiness actors. With the wide coverage area and the diversity of agricultural and plantation potential, the success of the programs run by the Department of Agriculture and Plantation is highly dependent on the quality of the performance of the employees involved. According to (Robbins, et al 2015), performance is the end result of an activity. This definition means that performance is the end result of an activity. Performance is something important for a company, especially employee performance that can lead the company to achieve the expected goals.

The performance of the Batu Bara Regency Agriculture and Plantation Service can be seen from the harvest results of farmers who received guidance from the Batu Bara Regency Agriculture and Plantation Service as many as 388 farmers. The increase in yields for farmers shows that the performance of the Batu Bara Regency Agriculture and Plantation Service has increased, but on the other hand the decrease in agricultural yields shows that the performance of the Batu Bara Regency Agriculture and Plantation Service has decreased in performance. The success of farmers in obtaining maximum harvest results can be influenced by the performance of extension workers. In the Batu Bara Regency Agriculture and Plantation Service, the extension section is tasked with providing direct

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supervision to farmers and then providing input to farmers to maintain or increase harvest results. From the results of observations conducted by researchers in the last few harvest periods, it shows that the harvest results for farmers in Batu Bara Regency have decreased, especially for rice and oil palm plants. This indirectly explains that the performance of the Batu Bara Regency Agriculture and Plantation Service, especially in the extension section, has decreased in performance. The following is the harvest data for rice and oil palm plants from 2022 to 2024:

Table. 1
Harvest Results 2022 – 2024

Types of Plants	Year 2022		Year 2023		Year 2024	
	Target (Tons)	Realization (Ton)	Target (Tons)	Realization (Ton)	Target (Tons)	Realization (Ton)
Padi	125.000	124.692 (99,75%)	135.000	131.573 (97,46%)	135.000	129.889 (96,21%)
Sawit	1.500	1.152 (76,8%)	2.000	821,08 (41,05%)	2.000	799,16 (39,95%)
Jagung	200.000	184.842 (92,42%)	200.000	172.636 (86,75%)	200.000	171.392 (85,69%)

Source: Department of Agriculture and Plantations, Batu Bara Regency, 2025

Table 1 shows the results of the agricultural harvest in Batu Bara Regency from 2022 to 2024, which explains that in 3 years the harvest results obtained fluctuated but tended to decline, from the report on the state of agriculture from 2022 to 2024 the agricultural results were not damaged by natural disasters. This explains that the decline in agricultural yields was due to the performance of the Batu Bara Regency Agriculture and Plantation Service which experienced a decline, such as the lack of intensity of extension services carried out by employees to farmers, poor supervision of agricultural environmental conditions carried out by employees. The performance produced by employees can be caused by various factors, one of which is work motivation. According to (Ritonga, 2015) work motivation is an urge that arises in a person either consciously or unconsciously to do something with a certain purpose. Work motivation has an influence and relationship on the performance produced, this is supported by research conducted by (Wirawan, et al, 2019) which shows that work motivation has an influence and relationship on the performance produced by employees.

Motivated employees will feel more enthusiastic and energetic in working, so they tend to be more productive and effective in completing their tasks. In addition, motivation can also increase the sense of responsibility and commitment to work, which can affect the quality and quantity of employee output. Thus, companies can benefit from high-performing employees, such as improving the quality of products or services, increasing productivity, and increasing satisfaction. Therefore, it is important for companies to pay attention to and improve employee work motivation in order to achieve optimal performance. In addition to work motivation, another thing that can affect performance is work experience. According to (Marwansyah, 2016), work experience is knowledge, skills, and abilities possessed by employees to carry out responsibilities from previous jobs. The work experience possessed by an employee will provide added value to the employee because they are used to solving problems faced at work. In general, companies tend to choose experienced workers when looking for new employees. The work experience possessed by employees can affect performance, in previous studies conducted by (Sri, 2021) and (Purba et al., 2021) showed that work experience affects the resulting performance. The work experience possessed by employees of the Batu Bara Regency Agriculture and Plantation Service can be seen from the length of service possessed by employees as follows:

Table 2.

Term of Service of Employees of the Batu Bara Regency Agriculture and Plantation Service Extension Section

Length of Service	Number of Employees
1 – 3 years	7 People
4 – 7 years	17 People
More than 8 Years	20 People

Source: Department of Agriculture and Plantations, Batu Bara Regency, 2025

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Table 2 shows that the number of employees at the Batu Bara Regency Agriculture and Plantation Service, the majority have worked for more than 8 years, which explains that employees of the Batu Bara Regency Agriculture and Plantation Service have very good work experience in their fields based on their length of service. Employees who have long work experience tend to have higher self-confidence in carrying out their duties and responsibilities. They are also more familiar with the work environment and company culture, so they are able to adapt more quickly and are able to carry out their duties better. In addition, employees who have long work experience can also be role models and mentors for employees who have just joined the company. Another factor that can affect performance is the work facilities provided by the company to provide convenience in working. According to (Sofyandi, 2018) Facilities are anything that can facilitate and expedite the implementation of a business, which can be in the form of objects or money. (Cen, 2022) explains that adequate and complete facilities and according to needs will produce better and maximum work results. So that work facilities have a big relationship and influence on the performance produced, this is supported by research conducted by (Munawirsyah, 2018) which shows that work facilities affect performance.

The facilities in question can be physical facilities such as a comfortable work environment, adequate work equipment, adequate transportation facilities, and so on. In addition, non-physical facilities such as training programs, career development opportunities, and work flexibility can also have a positive influence on employee performance. With adequate facilities, employees can work more productively and effectively. Adequate facilities can also minimize disturbances that can interfere with employee performance such as noise, uncomfortable room temperatures, and so on. This will make employees more focused and free from stress. In addition, adequate facilities can also increase employee motivation to work better. Employees will feel appreciated and respected by the company so that they will try to give their best in their work.

In the research conducted by (Kadri et al., 2024) and (Astarman et al., 2024) work motivation acts as an intervening variable that strengthens the relationship between work experience and work facilities on employee performance. high work experience and adequate work facilities can improve performance, but the impact will be greater if employees have high work motivation. Therefore, companies need to not only focus on work experience and facilities, but also create strategies that can increase employee motivation, such as providing awards, creating a positive work environment, and providing career development opportunities. Based on the description of the theory carried out by the researcher, the researcher hereby conducts a study entitled "The Effect of Work Experience and Work Facilities on the Performance of Employees of the Batu Bara Regency Agriculture and Plantation Service Through Work Motivation as an Intervening Variable".

2. IMPLEMENTATION METHOD

The type of research used in this study is Explanatory Research with quantitative methods. According to Sugiyono, (2015) explanatory research is research that explains the relationship between one variable and another through a formulated hypothesis test. The population used in this study were all employees of the Batu Bara Regency Agriculture and Plantation Service in the extension section, totaling 44 people. Sampling for research according to (Arikunto, 2017), if the subjects are less than 100 people, all of them should be taken. With a population of less than 100, the sample used in this study was all employees of the Batu Bara Regency Agriculture and Plantation Service in the extension section, totaling 44 people, with a sampling technique using the census method. In this study, researchers used a questionnaire to collect data. A questionnaire is a data collection technique that is carried out by giving a set of written questions or statements to respondents to answer. The data were analyzed using the Partial Least Square (PLS) method which consists of three main stages, namely the Measurement Model (Outer Model) to ensure that the measurement used is feasible to be used as a measurement (valid and reliable), Structural Model (Inner model) to see the correlation or relationship between latent variables in the study through the t-test. Hypothesis testing to determine whether the regression coefficient obtained is significant, then hypothesis testing is carried out with the T-Statistic Test (Direct Effect) and the Indirect Effect Test (Indirect Effect).

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3. RESULTS AND DISCUSSION

Outer Model Testing (Measurement Model)

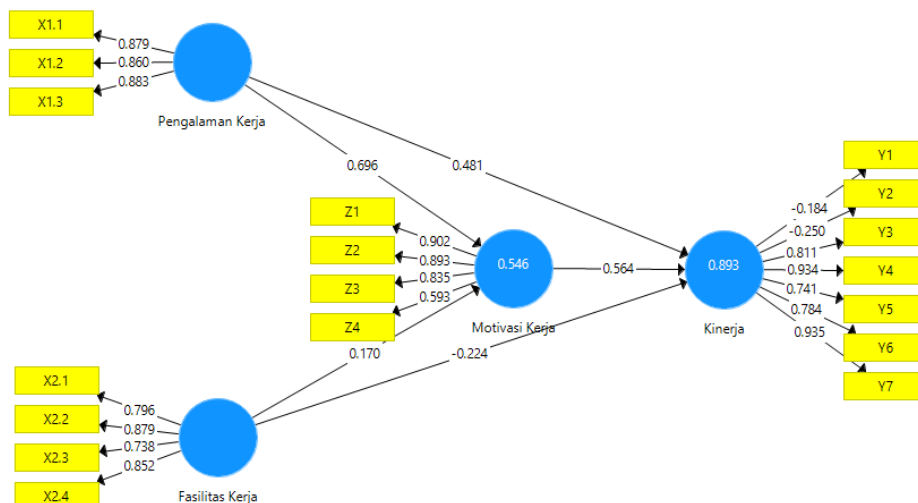


Figure 1 Initial Outer Model

Source: Data Analysis Using SmartPLS

Based on the image and the results of the loading factor calculation, it can be seen that items Y.1 and Y.2 have loading factor values below 0.7 so that these items must be removed from the model and retested. The results of the image after the items that have loading factors below 0.7 are removed are as follows:

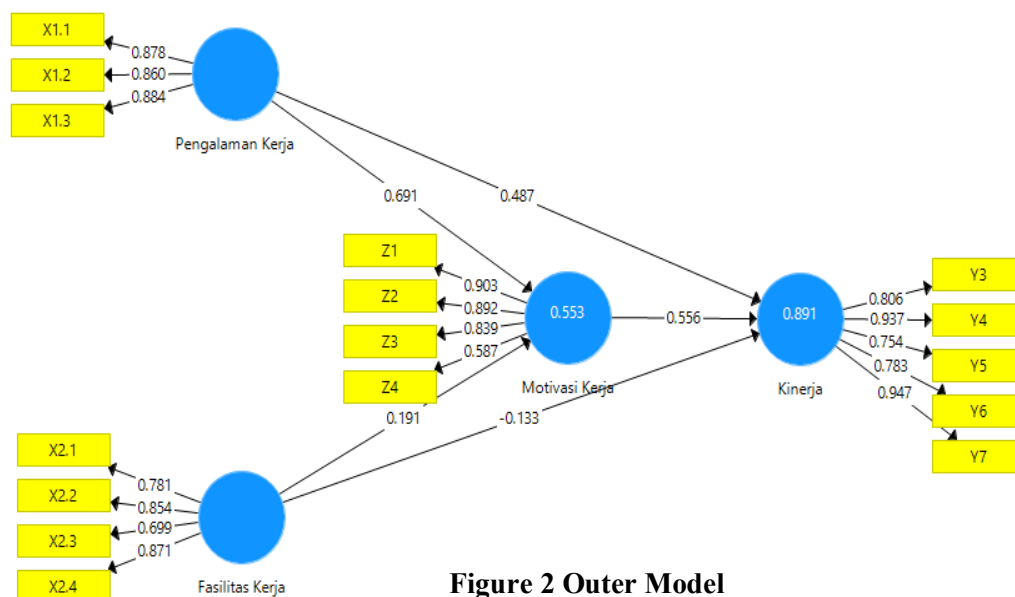


Figure 2 Outer Model

Source: Data Analysis Using SmartPLS

1. Validity Test

Based on the entire cross loading value of each indicator that is targeted, it has a higher correlation with each variable compared to other variables. It can be concluded that the indicators above are valid as a whole.

2. Reliability Test

Based on the results of data processing, it can be seen that the Cronbach Alpha value of the work facilities variable is 0.854, the work experience variable is 0.848, the work motivation variable is 0.822 and the performance variable is 0.900. From the calculation results above, it can be seen that all indicators are reliable in measuring their latent variables

Inner Model Testing (Structural Model)

Evaluation of the inner model can be seen from several indicators including the coefficient of determination (R^2), Predictive Relevance (Q^2) and Goodness of Fit Index (GoF) (Hussein, 2015). The results of the structural model displayed by Smart PLS 3.0 in this study are as follows:

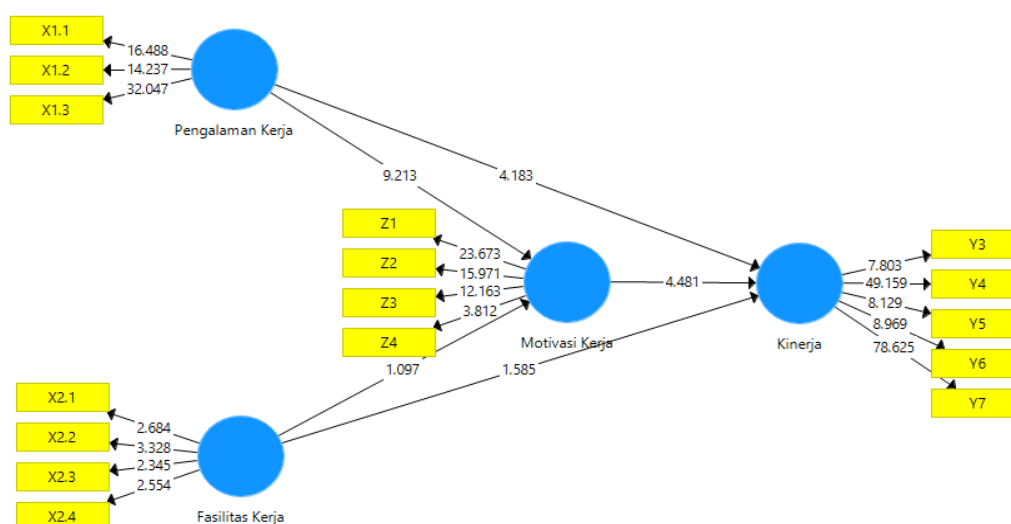


Figure 3. Inner Model

Source: Data Analysis Using SmartPLS

Result R^2 (R-Square)

In assessing the model with PLS, it begins by looking at the Adjusted R-square for each dependent latent variable. The results of the r^2 calculation in this study are as follows:

Table 3
Correlation Values

	R Square	R Square Adjusted
Kinerja	0.891	0.882
Motivasi Kerja	0.553	0.532

Source: Processed Primary Data (2025)

Based on the calculation results using bootstrapping in Table 6. above, it is known that the Adjusted R-square value of the work motivation variable is 0.532, which means that work motivation is influenced by work experience and work facilities by 53.2% or in other words the contribution of work experience and work facilities is 53.2% while the remaining 46.8% is the contribution of other variables not discussed in this study such as intensive

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references, health insurance and others. The Adjusted R-square result of the performance variable is 0.882, which means that performance is influenced by work experience, work facilities and work motivation by 88.2% or in other words the contribution of work experience, work facilities and work motivation is 88.2% while the remaining 11.8% is the contribution of other variables not discussed in this study such as workload, work system and others.

HYPOTHESIS TESTING

Direct Effect Hypothesis Testing

Table 4
Result Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Facilities -> Performance	-0.133	-0.131	0.084	1.585	0.114
Work Facilities -> Work Motivation	0.191	0.157	0.174	1.097	0.273
Work Motivation -> Performance	0.556	0.550	0.124	4.481	0.000
Work Experience -> Performance	0.487	0.487	0.116	4.183	0.000
Work Experience -> Work Motivation	0.691	0.691	0.075	9.213	0.000

Source: Processed Primary Data (2025)

Based on Table 4, the test results for each hypothesis are as follows:

1. Work Experience on Work Motivation

Based on the test results in Table 4, it can be seen that the t-statistic value of the relationship between work experience and work motivation is 9.213 with a sig. of 0.000. The test results show that the t-statistic ≥ 1.96 and the sig. value $\leq$ level of significance ($\alpha = 5\%$). This shows that work experience has an effect on work motivation, thus hypothesis 1 is accepted. Work experience is one of the factors that can shape a person's motivation to work. The longer a person works, usually the higher their understanding and skills in completing tasks. This fosters self-confidence and job satisfaction which has an impact on increasing motivation. The results of the study are in line with research conducted by Astarman et al. (2024) showing that work experience has a significant effect on employee work motivation. Employees who already have experience are generally more prepared to face work challenges and are not easily stressed. Likewise, Sri (2021) stated that work experience plays an important role in forming stable work motivation, because individuals feel more capable and empowered in completing their work. Thus, work experience not only enriches skills, but also encourages individuals to continue to develop, which ultimately increases enthusiasm and motivation in working.

2. Work Facilities for Work Motivation

Based on the test results in Table 6, it can be seen that the t-statistic value of the relationship between work facilities and work motivation is 1.097 with a sig. of 0.273. The test results show that the t-statistic ≤ 1.96 and the sig. value $\geq$ level of significance ($\alpha = 5\%$). This shows that work facilities do not affect work motivation, thus hypothesis 2 is rejected. Work facilities are often considered the main supporter of work comfort. However, in reality, not all facilities have a direct impact on increasing work motivation. Some employees still show high work enthusiasm even though the available facilities are limited. This can happen because their motivation is more influenced by internal factors, such as personal satisfaction, career goals, or a harmonious work environment. In contrast to the research conducted by Munawirsyah (2020), it was found that work facilities do affect motivation, but the influence is not dominant. This means that in some situations, work

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facilities are not the main determinant of employee work enthusiasm. Therefore, organizations do not only need to improve physical facilities, but also need to pay attention to psychological and social factors that contribute to individual motivation in working.

3. Work Experience on Performance

Based on the test results in Table 6, it can be seen that the t-statistic value of the relationship between work experience and performance is 4.183 with a sig. of 0.000. The test results show that the t-statistic ≥ 1.96 and the sig. value $\leq$ level of significance ($\alpha = 5\%$). This shows that work experience affects performance, thus hypothesis 3 is accepted. Employees who have worked for a long time usually have better abilities in dealing with various work situations. They tend to be faster in completing tasks, because they are used to the rhythm and demands of the job. Ketut Edy Wirawan et al. (2019) stated that work experience has a positive effect on employee performance. This is also reinforced by the findings of Purba et al. (2021) which states that employees with high work experience are more productive and independent in carrying out their responsibilities. The ability to avoid mistakes, understand work procedures, and make the right decisions is an added value possessed by experienced employees. Therefore, work experience is an important asset that can increase a person's work efficiency and effectiveness in the long term.

4. Work Facilities for Performance

Based on the test results in Table 6, it can be seen that the t-statistic value of the relationship between work facilities and performance is 1.585 with a sig. of 0.114. The test results show that the t-statistic ≤ 1.96 and the sig. value $\geq$ level of significance ($\alpha = 5\%$). This shows that work facilities do not affect performance, thus hypothesis 4 is rejected. Work facilities are needed to support smooth work activities, but do not always have a direct effect on improving performance. Many employees are still able to work optimally even though the facilities available are not ideal. Kadri et al. (2024) stated that the influence of work facilities on performance is not direct, but through work motivation as an intermediary. This means that work facilities will only have an impact if they can raise employee enthusiasm. If there is no motivation that grows from these facilities, then their effect on performance will be insignificant. Thus, simply providing good physical facilities does not guarantee that performance will increase. What is more important is how these facilities are used to support employee enthusiasm and overall productivity.

5. Work Motivation Towards Performance

Based on the test results in Table 6, it can be seen that the t-statistic value of the relationship between work motivation and performance is 4.481 with a sig. of 0.000. The test results show that the t-statistic ≥ 1.96 and the sig. value $\leq$ level of significance ($\alpha = 5\%$). This shows that work motivation affects performance, thus hypothesis 5 is rejected. Work motivation is an internal drive that drives someone to work harder and more productively. Employees who are highly motivated will show dedication, responsibility, and enthusiasm to complete work with maximum results. Munawirsyah's (2020) research shows that work motivation has a strong influence on employee performance. This is also proven by Kadri et al. (2024) who found that increasing motivation has a direct impact on improving employee performance in the service office. Motivation can come from various sources, such as awards, incentives, self-development opportunities, or good relationships in the workplace. Therefore, efforts to improve employee performance should start from empowering the motivational aspect, because without motivation, individual potential will not develop optimally.

Indirect Hypothesis Testing

Table 5
Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Facilities -> Work Motivation -> Performance	0.106	0.090	0.102	1.038	0.300
Work Experience -> Work Motivation -> Performance	0.384	0.377	0.087	4.422	0.000

Source: Primary Data, 2025

6. Work Experience on Performance in Work Motivation Mediation

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Based on the test results in Table 5, it can be seen that the t-statistic value of the relationship between work experience and performance mediated by work motivation is 4.422 with a sig. of 0.000. The test results show that the t-statistic ≥ 1.96 and the sig. value $\leq$ level of significance ($\alpha = 5\%$). This shows that work experience has an effect on performance mediated by work motivation, thus hypothesis 6 is accepted. Work experience can shape motivation, which then has an impact on improving performance. Astarman et al. (2024) stated that work motivation acts as an intervening variable in the relationship between experience and performance. Employees who feel competent thanks to work experience will usually be more motivated to complete tasks well. This feeling of capability fosters self-confidence which is an important capital in improving work performance. Thus, organizations should not only pay attention to the formal experience aspect, but also encourage how this experience can shape internal motivation. This is important so that the performance produced by employees is more optimal and sustainable.

7. Work Facilities on Performance in Work Motivation Mediation

Based on the test results in Table 5, it can be seen that the t-statistic value of the relationship between work facilities and performance mediated by work motivation is 1.038 with a sig. of 0.300. The test results show that the t-statistic ≤ 1.96 and the sig. value $\geq$ level of significance ($\alpha = 5\%$). This shows that work facilities do not affect performance mediated by work motivation, thus hypothesis 7 is rejected. Although work facilities are provided well, they do not always have a significant impact on employee performance, even when mediated by work motivation. In the study of Kadri et al. (2024), it was found that work facilities do not have a direct or indirect effect on performance if they are not accompanied by increased motivation. This means that the available facilities do not necessarily motivate employees to work better. This shows that facilities act as a new tool that will be effective if accompanied by other factors, such as job satisfaction, appreciation, or healthy work relationships. If facilities do not provide added value psychologically, employee performance will not change significantly. Therefore, the provision of work facilities needs to be accompanied by efforts to create a work environment that supports the growth of motivation, so that its impact on performance becomes more real.

4. CONCLUSION

Based on the research conducted with the title The Influence of Work Experience and Work Facilities on the Performance of Employees of the Agriculture and Plantation Service of Batu Bara Regency Mediated by Work Motivation, the following are the results of this research:

1. Work Experience Affects Work Motivation of Employees of the Department of Agriculture and Plantation of Batu Bara Regency
2. Work Facilities Do Not Affect Work Motivation of Employees of the Department of Agriculture and Plantation of Batu Bara Regency
3. Work Experience Affects Performance of Employees of the Department of Agriculture and Plantation of Batu Bara Regency
4. Work Facilities Do Not Affect Performance of Employees of the Department of Agriculture and Plantation of Batu Bara Regency
5. Work Motivation Affects Performance of Employees of the Department of Agriculture and Plantation of Batu Bara Regency
6. Work Experience Affects Performance Mediated by Work Motivation of Employees of the Department of Agriculture and Plantation of Batu Bara Regency
7. Work Facilities Do Not Affect Performance Mediated by Work Motivation of Employees of the Department of Agriculture and Plantation of Batu Bara Regency

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