

Improving the work productivity of MSME employees in Kampung Pia through competence, experience, and creativity



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ABSTRACT

This study examines the influence of competence, experience, and creativity on the work productivity of MSME employees in Kampung Pia. The research is motivated by variations in employee productivity among local MSMEs, which are believed to be closely associated with differences in human resource quality. Employing a quantitative descriptive approach, the study involved 100 MSME employees selected through a cluster sampling technique. Data were collected using a structured questionnaire comprising 36 measurement items and analyzed using the Partial Least Squares (PLS) method with SmartPLS. The findings demonstrate that competence, experience, and creativity each exert a positive and significant influence on employee productivity. Employees possessing stronger competencies, broader work experience, and higher levels of creativity tend to achieve superior productivity outcomes. Furthermore, the three factors collectively contribute to enhancing employee performance, underscoring the importance of both technical capabilities and innovative thinking in supporting MSME competitiveness. These findings highlight the strategic role of human capital development in improving productivity and suggest that MSME managers should prioritize continuous skill enhancement, experiential learning opportunities, and the cultivation of creativity to strengthen organizational performance and long-term business sustainability.

Keywords: Competence; Experience; Creativity



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INTRODUCTION

Micro, small, and medium enterprises (MSMEs) in Indonesia play an important role in local economic sustainability, especially as the largest contributor to employment (Putri et al., 2022). Many MSMEs promote regional potential through unique and attractive products. The emergence of a consumer trend that supports local products provides a great opportunity for MSMEs to grow. With government support and community initiatives, MSMEs are expected to become more competitive while also becoming a source of local wisdom. With this significant capability, the development of MSMEs not only plays a role as a strategy to recover the economy after the pandemic, but also as a foundation for achieving an inclusive and sustainable economy (Irawati and Nurfadilah, 2021).

The home-based MSME industry in Kampung Pia is a rapidly growing sector that prioritizes the production of pia as a local identity. These businesses are usually run in residents' homes on a small to medium scale and involve family labor and a few additional employees. Pia from Kampung Pia is known for its unique taste, which attracts both locals and tourists. Interestingly, almost every house has its own trademark, reflecting the creativity and character of each business. However, amid this business development, there are still obstacles that need to be addressed, particularly those related to employee productivity. This research was motivated by the suboptimal productivity in some of the Kampung Pia MSMEs, as evident from the differences in work effectiveness among employees even though they work in the same type of business and environment. This condition indicates that there are certain internal factors that affect work productivity levels.

The success of MSME players in Kampung Pia is not only determined by technical capabilities in the production process, but also by the synergy between their competencies, experience, and creativity. Good competencies enable business actors to manage time, labor, and raw materials effectively so that they are able to produce high-quality and consistent products (Nangoy et al., 2020). Experience also strengthens these competencies through increased work efficiency, the ability to understand market dynamics, and the formation of business networks that support business sustainability (Wardani et al., 2023). Meanwhile, creativity plays an important role in driving innovation, both in the development of flavor variants, shapes, and product packaging designs to remain attractive and relevant to consumer preferences. Thus, the integration of competence, experience, and creativity is a key factor in increasing the competitiveness and sustainability of MSMEs in Kampung Pia.

This study was motivated by gap research that used employee work productivity as the dependent variable. This study developed on the gap from previous research by using competency indicators, namely self-concept (attitude), traits, and motives, whereas this study used behavior (Ikhsah, 2023). Another study also uses seven competency indicators, namely beliefs and values, skills, experience, personality characteristics, motivation, intellectual ability, and organizational culture, while this study uses three indicators, namely knowledge, skills, and behavior (Damastara, 2020). Another difference that also becomes a gap in this development is that previous studies used qualitative research methods, while this study uses descriptive quantitative research methods (Diah, 2019). Previous studies also used explanatory survey methods, while this study uses descriptive quantitative methods Eksan and Dharmawan, (2020). In addition, previous studies had three indicators of work productivity, while this study has six indicators of work productivity (Agustini, 2019).

The objective of this study is to examine the effects of employee competence, work experience, and creativity on the work productivity of employees working in micro, small, and medium enterprises (MSMEs) in Kampung Pia. Specifically, the study investigates the extent to which competence, work experience, and creativity contribute to improving employee work productivity.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESIS

Competence

Competence is defined as a fundamental characteristic possessed by an individual, which is closely related to the effectiveness of an individual's performance in carrying out their duties (Eksan and Dharmawan, 2020). Competence is a deep-rooted element of a person's personality, embedded in their behavior and predictable in various situations and work tasks they face (Damastara, 2020). Competence is the ability to perform a job or task well, supported by the skills, knowledge, and work attitude necessary to complete the job (Kompetensi et al., 2023). Competency reflects an individual's ability to perform tasks correctly and excellently, based on their knowledge, skills, and attitudes (Ikhah, 2023).

The indicators of competency are based on Eksan and Dharmawan, (2020)

1. Knowledge: an employee's understanding of how to carry out their duties and responsibilities in accordance with their field.
2. Skills: the abilities that employees must possess in order to carry out the duties and responsibilities assigned to them by the Company to the fullest extent possible.
3. Behavior: the behavior of employees in carrying out their duties and responsibilities must be in line with the provisions set by the company.

Employees who possess high competence in their personality are able to perform their duties and roles well. Thus, the higher the competence possessed, the greater the work productivity that can be produced by these employees (Damastara, 2020). Previous studies by Eksan and Dharmawan, (2020) show that the competency variable affects employee work productivity. Meanwhile, study Oh and Novita, (2016) shows that competency does not significantly affect employee work productivity.

Experience

Work experience is a promotion obtained based on the length of an employee's service (Salju, 2018). Work experience is a measure of the amount of time a person has spent performing work tasks and how well they have carried out those responsibilities (Rizkie et al., 2019). Work experience is an individual's level of mastery of knowledge and skills in their job, which can be assessed through their length of service and their level of knowledge and skills (Nangoy et al., 2020). Work experience is the total number of hours an employee has spent since being hired to the present (Ardani et al., 2024).

The indicators of experience based on Salju (2018)

1. Work experience: the period of time that a person has spent in a job, enabling them to gain a good understanding of the tasks related to their work.
2. Level of knowledge and skills: refers to an understanding of the concepts, principles, procedures, policies, and other information required by employees. Meanwhile, skills relate to the physical abilities required to perform a task or job well.
3. Mastery of work and equipment: the extent to which a person has mastered the technical aspects of using equipment and performing work.

As work experience increases, so does a person's productivity (Kadek and Denpasar, 2022). The more extensive the experience, the more skilled the individual will be in taking actions to achieve the set goals (Rizkie et al., 2019). Previous studies by Khair and Astuti, (2021) show that experience has a positive and significant effect on employee productivity. Meanwhile, study by Febianti et al., (2023) shows that experience has a negative effect on work productivity because it causes boredom.

Creativity

Creativity is the ability to generate and apply new ideas in problem solving (Anugrahini, 2021). Creativity is defined as the ability to combine existing data, information, or elements in innovative ways (Fitriana, 2018). Creativity is key in developing new ideas and proposing new ways to solve problems and take advantage of opportunities (Supit et al., 2021). Creativity is a creative thinking process that allows a person to express these ideas and create solutions that require proper decision-making, attention, willingness, hard work, and perseverance based on experience, insight, and relationships with other people and the environment (Trisnawati et al., 2021)

The indicators of creativity are (Anugrahini, 2021)

1. Curiosity: curiosity to try new products.
2. Optimism: having optimism about one's abilities and optimism about the products to be offered.
3. Flexibility: able to adapt to change and accept outside input.
4. Solution-oriented: able to find solutions to solve problems.
5. Imaginative: having a high level of imagination to advance the business.
6. Risk-taker: enjoys challenges and can accept the possibility of failure.

Creativity can drive new innovations, thereby increasing work productivity (Diah, 2019). The higher the creativity, the better the performance in increasing productivity (Anugrahini, 2021). Previous studies by Edholianansyah, (2022) show that creativity affects employee work productivity. Meanwhile, study Pengaruh Kreativitas dan Promosi Jabatan Terhadap Peningkatan Produktivitas Saharuddin, (2019) shows that creativity does not partially affect employee productivity.

Productivity

Productivity is the ratio between output and input used (Nuryanto et al., 2017). Productivity is the ability of employees to complete certain tasks in accordance with established standards, in terms of completeness, cost, and speed. Therefore, the efficient and effective utilization of human resources in an organization is very important to improve overall effectiveness and efficiency (Agustini, 2019).

Productivity is defined as the result obtained from every production process involving one or more factors of production (Program et al., 2017). Productivity is the ratio between work output and the time required to produce a good by a worker (Harras et al., 2023).

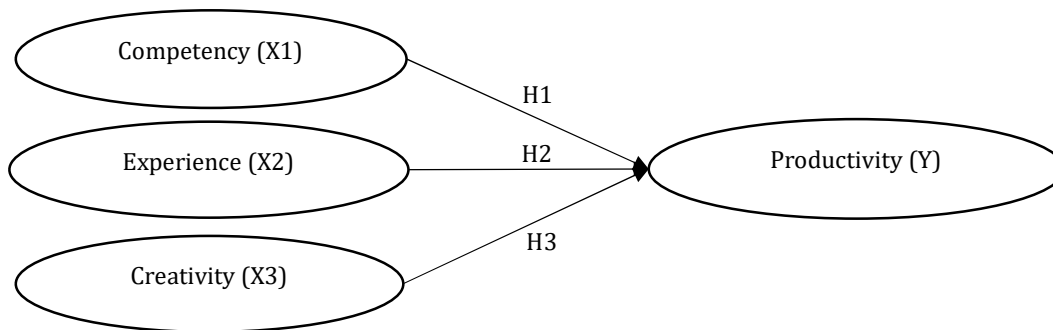
The indicators of productivity are as follows (Nangoy et al., 2020) :

1. Ability: the skills possessed by a person in completing tasks.
2. Achieved results: something that can be felt, both by those who do the work and those who enjoy the results of that work.
3. Work ethic: an effort that arises from within a person to continuously improve themselves, to become better than they were the day before.

4. Self-development: carried out to improve work abilities. This process can be done by identifying the challenges faced and the expectations to be achieved.
5. Quality: always striving to improve quality so that the results achieved are better than in the past.
6. Efficiency: the ratio between the results achieved and the total resources used in the process.

Research Framework

Based on the theoretical developments and research results described above, this study defines competence (X1), experience (X2), and creativity (X3) as independent variables that affect the work productivity of MSME employees in Kampung Pia as a dependent variable (Y).



Source : Developed by the Author, 2025

Figure 1
Research Framework

Hypothesis

From this topic, a preliminary assumption known as a hypothesis was found. The researchers formulated the following hypothesis:

- H1: Competence has a positive and significant effect on the work productivity of MSME employees in Kampung Pia.*
- H2: Experience has a positive and significant effect on the work productivity of MSME employees in Kampung Pia.*
- H3: Creativity has a positive and significant effect on the work productivity of MSME employees in Kampung Pia.*

METHOD

This type of research is quantitative descriptive research that describes the figures obtained as research results. The population used was all MSME employees in Kampung Pia, totaling 100 people. The data collection technique used was cluster sampling, which involved dividing the population into several groups, such as MSME scale (Devi, 2018). The location of this research was on Jl. Kp.Pia WaruRejo, Kejapanan, Gempol District, Pasuruan Regency.

This study uses one type of data, namely primary data. Primary data is obtained based on questionnaires filled out by respondents or samples. The data obtained will then be processed using Partial Least Squares (PLS) with the help of SmartPLS 3.0 software (Kumbadewi, 2021). The data analysis techniques used are validity testing, reliability

testing, R-square testing, and hypothesis testing for each variable in this study (Wulandari et al., (2022).

RESULTS AND DISCUSSION

Responden Description

In this study, the author took samples from MSME employees in Kampung Pia using questionnaires distributed directly to employees. A review of the characteristics of 100 respondents will be presented to provide an overview of the respondents' circumstances.

Table 1
Respondent Characteristics

Variable	Category	Frequency	Percentage (%)
Gender	Male	17	17,00
	Female	83	83,00
Age	20 – 30 Year	8	8,00
	31 – 40 Year	36	36,00
	41 – 50 Year	41	41,00
	51 – 60 Year	15	15,00
Education	Elementary School	6	6,00
	Junior High School	39	39,00
	Senior High School	49	49,00
	S1	6	6,00
Length of Employment	1– 5 Year	61	61,00
	6– 10 Year	31	31,00
	>10 Year	8	8,00
Employee Status	Permanent Employee	71	71,00
	Freelance employee	12	12,00
	Owner	17	17,00

Source: Processed data, 2025

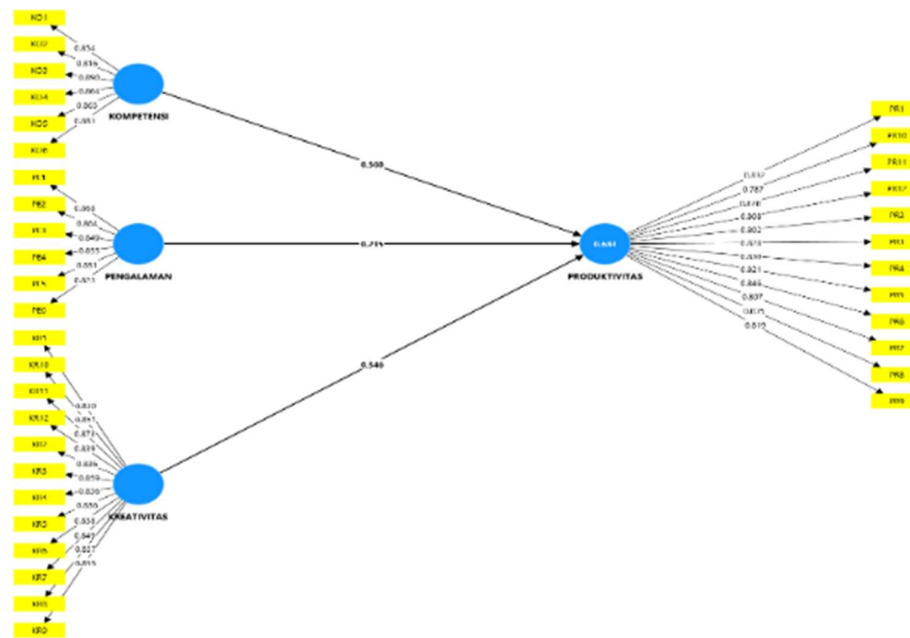
Based on the data in Table 1, it can be concluded that 17% of respondents were male, or 17 respondents, while 83% were female, or 83 respondents. In addition, the age category with the largest number of respondents was 41-50 years old, or 41% or 41 respondents, while the smallest number of respondents were aged 20-30 years old, or only 8%. Based on the data on length of employment above, it can be seen that 1-5 years is more common with 61% compared to those who have worked for 6-10 years and >10 years.

Table 1 also shows that the number of permanent employees is more dominant than freelance employees and owners. A total of 71% are permanent employees, while 12% are freelance employees and 17% are owners. This condition shows that MSMEs in Kampung Pia are dominated by permanent employees.

Hypothesis Testing and Analysis

In this study, data analysis used validity tests, reliability tests, R-square testing, and hypothesis testing. These tests were measured using SmartPLS (Partial Least Square) with a total of 100 MSME employees in Kampung Pia as respondents to determine whether the research was valid or invalid.

The results of the data analysis using SmartPLS can be seen in the research model diagram presented in Figure 1, which illustrates the relationship between competence (X1), experience (X2), and creativity (X3) toward the work productivity (Y) of MSME employees in Kampung Pia.



Source: Output SmartPLS, 2025

Figure 1
SmartPLS Outer Model Diagram

Model measurement testing (outer model) is used to determine how latent variables and their manifest variables interact. This testing includes convergent validity, discriminant validity, and convergent validity reliability (Hair et al., 2022).

Validity Test

The outer model value or loading factor can be used to test convergent validity (Hair et al., 2022). The outer loading values of each indicator in the research variables show that each indicator of the competency (X1), experience (X2), creativity (X3), and productivity (Y) variables has an average outer loading >0.7 . Therefore, it can be stated that the indicators of each variable meet the convergent validity requirements (Hair et al., 2022).

Reliability Test

Composite Reliability was used to evaluate the reliability of indicators for each variable (Hair et al., 2022). In this study, the composite reliability value of a variable was considered acceptable if it was >0.7 . The composite reliability values are shown in Table 2.

Table 2
Composite Reliability

Variable	Composite reliability (rho_a)
Competency (X1)	0.933
Experience (X2)	0.925
Creativity (X3)	0.964
Productivity (Y)	0.956

Source: Output SmartPLS, 2025

Based on the test results in Table 2, the composite reliability value of the competency variable is 0.933, the composite reliability value of experience is 0.925, the composite reliability value of creativity is 0.964, and the composite reliability value of productivity is 0.956, indicating that the values of all variables are greater than 0.7, which means that all variables are reliable.

The model construction can be said to have high reliability if the AVE exceeds 0.5, in which case the model structure is considered to have high reliability if $AVE > 0.5$, the data is considered reliable (Hair et al., 2022). The AVE values for all variables are shown as follows.

Table 3
Average Variance Extracted

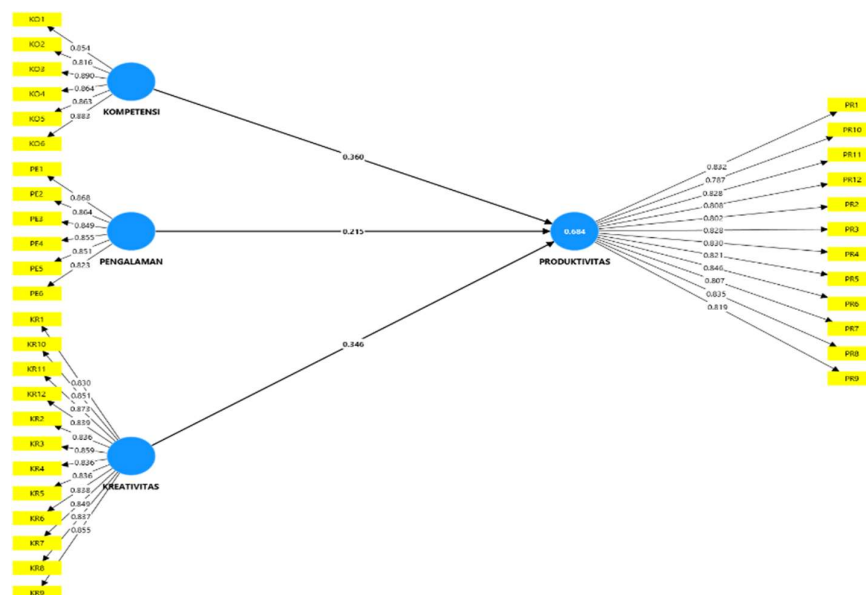
Variable	Average Variance Extracted (AVE)
Competency (X1)	0.743
Experience (X2)	0.725
Creativity (X3)	0.714
Productivity (Y)	0.673

Source: Output SmartPLS, 2025

Table 3 shows that the AVE values of all variables are greater than 0.5. Therefore, all variables can be considered reliable. This means that each variable has good discriminant validity.

Structural Model Analysis (Inner Model)

Inner model or structural model testing is conducted by examining the relationship or influence between constructs, significant values, and R-Square (R^2) of the research model (Hair et al., 2022). Measurement analysis using SmartPLS 3.0 shows the following image.



Source: Output SmartPLS, 2025

Figure 2
SmartPLS Inner Loading Diagram

In this process, to explain the strength of the relationship or influence of the independent latent variable on the dependent latent variable, a measurement standard of 0.75 is considered strong, 0.50 is considered moderate, and 0.25 is considered weak.

The table 4 shows the estimated R-Square results using SmartPLS.

Table 4
R-Square Values

Variable	R-square
Productivity (Y)	0.684

Source: Output SmartPLS, 2025

Table 4 shows that the productivity variable (Y) has an R-Square value of 0.684 or 70%. This value indicates that the structural model of this study is categorized as strong because it has an R-Square value > 0.67 . It can be concluded that the variables of Competence (X1), Experience (X2), and Creativity (X3) can measure and have a good relationship with the Productivity variable with a good R-Square value of 70%.

Hypothesis Testing

The results of data processing can be used to answer research hypotheses. Coefficient values are used to test these research hypotheses. If the coefficient value is positive, then the hypothesis is considered to have a positive relationship. This study can be said to be significantly accepted if the P-Values are < 0.05 and the t-statistic values are > 1.96 (Hair et al., 2022).

The following are the results of hypothesis testing.

Table 5
Resampling Method

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 > Y	0.360	0.353	0.121	2.967	0.003
X2 > Y	0.215	0.213	0.108	1.982	0.047
X3 > Y	0.346	0.354	0.174	1.988	0.047

Source: Output SmartPLS, 2025

Based on Table 5, it can be explained that:

1. Based on the SmartPLS measurement results of the Competence variable, the value of the variable is $t_{count} > t_{table}$ with a value of $2.967 > 1.979$, while the p-value measurement is $0.003 < 0.05$. This indicates that the measurement results show that Competence significantly influences the productivity of 100 MSME employees in Kampung Pia.
2. Based on the SmartPLS measurement results of the Experience variable, the value of this variable is $t_{hitung} > t_{tabel}$ with a value of $1.982 > 1.979$, while the p-value measurement is $0.047 < 0.05$. It can be concluded that the measurement results show that Experience has a positive and significant effect on the Productivity of 100 MSME employees in Kampung Pia.

3. Based on the SmartPLS measurement results of the Creativity variable, the value of this variable is $t_{hitung} > t_{tabel}$ with a value of $1.988 > 1.979$, while the p-value measurement is $0.047 < 0.05$. This can be concluded that the measurement results explain that Creativity has a positive and significant effect on the Productivity of 100 MSME employees in Kampung Pia.

The Effect of Competency on Productivity

Based on the findings of this study, it can be seen that competence has a positive and significant impact on the productivity of MSME employees in Kampung Pia. In other words, the higher the knowledge, skills, and attitudes possessed by employees, the more their ability to work accurately, efficiently, and excellently also increases, which in turn supports the best performance in carrying out tasks. This is in line with previous studies which state that employees with good competencies are able to complete tasks faster and with higher quality (Eksan and Dharmawan, 2020)

However, these findings differ from study by Oh and Novita, (2016) which shows that competencies do not have a significant effect on employee work productivity. Theoretically, competencies are built from several indicators, namely knowledge, skills, and behavior. The greatest contribution lies in the knowledge indicator, namely employees' understanding in carrying out their responsibilities according to their field of work. Therefore, employees who have a deep understanding of their tasks will be able to work more effectively. The majority of respondents agreed that understanding each step in the process of making pia is very important for carrying out their tasks.

According to Oktavia and Firdaus, (2024), competency plays a very important role because it is directly related to an individual's basic ability to complete work. Efforts to improve the competency of MSME employees through training, mentoring, and continuous coaching need to be a serious concern for business managers in order to encourage increased productivity. When employees have the competencies required for their jobs, they will be more confident, able to adapt to developments, and produce more optimal performance, which can encourage the creation of a more professional work culture and increase the competitiveness of MSMEs amid ever-growing business competition.

The Effect of Experience on Productivity

Based on the research conducted, it has been proven that experience has a positive and significant impact on the work productivity of MSME employees in Kampung Pia, although this influence is lower than that of the variables of competence and creativity. This means that the longer a person works, accompanied by their level of knowledge and skills, as measured by their length of service and achievements in completing tasks well, the higher their ability to perform their work to achieve the best performance. This is in line with previous studies show that extensive experience makes individuals more skilled in taking actions to achieve set targets Nangoy et al., (2020) Wardani et al., (2023) (Kumbadewi, 2021) Devi, (2018) (Khair and Astuti, 2021) which. However, these results contradict study by Febianti et al., (2023) which states that experience has a negative impact on work productivity because it can cause boredom.

Theoretically, experience is built from several indicators, namely length of service, level of knowledge and skills, and mastery of the job and tools used. The greatest contribution lies in the knowledge and skill indicators, namely the ability of employees to understand the concepts, principles, procedures, policies, and information needed in their work. Adequate knowledge enables employees to better understand the overall

workflow, while their skills help them apply that knowledge effectively in the field. Most respondents agreed that the ability to perform tasks well is an important factor in improving work effectiveness and productivity in MSMEs.

According to Kumbadewi (2021) the longer a person works, the more experience and skills they gain, which will support employee performance and potentially increase their productivity. In addition, because experience is an important element in human resource management, it is recommended that MSME owners or managers retain experienced employees and provide opportunities for new employees to learn from their more senior colleagues. Not only that, experience-based training can also be implemented so that the practical knowledge possessed by employees can be shared and used properly. Thus, work experience is not only a personal asset, but also contributes to collective knowledge that can increase the overall productivity of a business.

The Effect of Creativity on Productivity

Based on the results of the study, it was proven that creativity has a positive and significant impact on the work productivity of MSME employees in Kampung Pia. This means that the higher the ability of employees to process ideas and create new combinations that are beneficial, the greater their ability to perform their jobs optimally to produce the best performance. This finding is in line with previous research (Anugrahini, 2021) which shows that a high level of creativity is associated with better employee performance, which leads to increased work productivity.

However, this study is not in line with research by Saharuddin, (2019) which reveals that creativity does not affect employee productivity. It illustrates that even though employees are able to produce creative ideas and new combinations, these abilities do not automatically translate into higher productivity if they are not balanced by other supporting factors.

Theoretically, creativity is built on several indicators, namely curiosity, optimism, flexibility, problem solving, imagination, and risk-taking. The contribution to increased productivity lies in the indicator of flexibility, which is the ability to adapt and accept input well. This attitude makes it easier for employees to adjust to changes in the work environment, whether related to work methods, task demands, or uncertain conditions. Flexible employees are usually quicker to find solutions when encountering obstacles and view criticism as an opportunity for growth.

Most respondents also acknowledged that openness to suggestions from others is an important aspect in improving and enhancing their performance. This shows that employees who are flexible and willing to learn from others' suggestions can improve their work methods and increase productivity on an ongoing basis.

According to Saharuddin (2019) creativity is a means of generating innovation, which is important for the success of a business. Therefore, it is very important for business owners or managers to support their employees in formulating and developing creative ideas, making their creativity a valuable asset for the business. In addition, MSME owners or managers should provide opportunities for employees to express new ideas, try different ways of working, and participate in decision-making processes related to product or service innovation.

By providing such opportunities, employees will feel more valued and motivated to contribute to the maximum extent possible. Not only that, training that fosters a creative mindset can be an effective strategy in increasing productivity and competitiveness of MSMEs amid rapid and competitive changes in the business world.

CONCLUSION AND SUGGESTION

Based on the results of research on the influence of competence, experience, and creativity on the productivity of MSME employees in Kampung Pia, it can be concluded that this study is able to describe the real conditions that occur in business actors. The home industry of Pia Production, which is managed by the community on a small to medium scale, has its own characteristics because almost every household produces pia under their own brand. This shows the high level of creativity of the community, even though the resulting work productivity is not yet optimal.

The analysis results show that competence, experience, and creativity have a positive and significant effect on employee productivity. Improving knowledge, skills, and the ability to create innovations contributes significantly to improving performance, making it more effective and efficient. Thus, the productivity gap between employees can be explained by the differences in ability, work experience, and creativity possessed by each individual.

Future research should involve a larger number of respondents so that the results can be generalized to a greater extent. In addition, it is recommended that other relevant internal variables, such as work motivation or work discipline, be added to gain a deeper understanding of the factors that affect the productivity of MSME employees.

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