



Impact of Skills and Work Experience on Employees Productivity at Bakery MSMEs in Bangkalan District

Alivia Ferliana¹, Iriani Ismail²

^{1,2} Management Department, Universitas Trunojoyo Madura

INFO ARTIKEL

Abstract

Keywords:

*Bakery, Employees,
Productivity, Skills, Work
Experience.*

Human resources are one of the main success aspects to achieve the national development, especially in economics. One of them is the Micro, Small and Medium Enterprises (MSMEs) development. In Bangkalan District, this business has grown rapidly, that one is bakery. The development encouraged the competition among these businesses in good quality. Every business wants its employees to be able to increase their performance. One of the main focuses by paying attention to their skills and experiences.

The object of this research is bakery in Bangkalan District. The aims are to determine whether the skills and work experiences have a positive and significant effect on productivity partially and simultaneously. The independent variables in this study are skills and work experiences. The dependent variable in this study is employee productivity. This study uses quantitative methods. The data collection was done by distributing questionnaires among 54 employees and data processing used multiple linear regression analysis method. Using this analysis, the results show that the skill has a positive and significant effect on employee productivity. Work experience has a positive and significant effect on employee productivity. Then, skills and work experiences have an effect on employee productivity simultaneously. Based on the difference test, it was found that there were no skills differences but differences in work experience and productivity at the bakery business in Bangkalan District.

✉ Corresponden Author
(*) iriani ismail

E-mail:
iriani.ismail@yahoo.com

E-ISSN:

DOI :

Introduction

The current government continues to carry out national development through various fields, especially in the economic sector. This realization can be implemented by creating new jobs for the community in order to equalize income distribution and be able to minimize the problem of unemployment levels. The

Central Statistics Agency (2021) revealed that as of February the open unemployment rate in Indonesia reached 6.26 percent. One effort that is currently said to be able to overcome this problem is the establishment of Small and Medium Enterprises (MSMEs). Where the central statistics agency stated that this business had succeeded in filtering out 97 percent of the workforce, one of which was from the bakery business. However, this is not in line with the quality of the workforce owned by the bakery business where work productivity is still relatively low. Low quality of labor and also work productivity will have an impact on the development and improvement of production processes in a business. Human resources are the main aspect and capital in all matters relating to the implementation of company operations. Human resources in a business must have a good level of work productivity. Therefore, a leader or business owner must think about the level of employee productivity they have.

First, The problem of employee productivity which is not yet optimal in several existing bakery businesses can be seen through the quality of work produced by employees which is still somewhat lacking as the essence of the purpose of establishing the business and the quantity of the desired production has not been achieved in accordance with existing targets. Another indication of work productivity problems can be seen in terms of punctuality, where we often find several employees who are still late in carrying out their duties related to making bread.

Second, Problems in skills can be seen from the ability of employees to calculate the bread products produced, namely that there are still some employees who are confused and even make mistakes in calculating the number of consumer orders. This problem can also be seen through the technical skills possessed by workers, where there are some workers who do not understand the use of production support tools and also the lack of understanding of employees in applying bread making recipes. This problem can also be seen through the lack of good communication between employees so that in this case problems arise related to interpersonal skills that occur between employees where this problem can make the work atmosphere that occurs in the bakery business become uncomfortable which can impact work productivity. produced by employees.

Third, the problem of lack of work experience in bread MSMEs in the district. Bangkalan can be seen from the length of time or period of work that employees have. Where an employee can be said to have work experience if they have worked for at least one year in their field of work, this is not the case in the bakery business where some employees still have less than one year of work. The level of knowledge possessed by employees in this bakery business also experiences several problems, where these problems are related to a lack of knowledge regarding the bread production process which can increase bread production achievements.

RESEARCH METHODS

This research is classified as quantitative research, meaning that data analysis uses formula numbers or mathematical models. Quantitative methods can be interpreted as research methods based on a positivist philosophy that are used to research certain populations or samples. Data collection was carried out using research instruments and quantitative/statistical data analysis which aimed to test the established hypotheses (Sugiyono, 2019:36).

The research object is bread MSMEs in Bangkalan District. Specifically in this research is the scope of bakery MSME employees. The population used in this research was 54 respondents. The data sources used in this research are primary data and secondary data. The data analysis techniques used in this research are the

classical assumption test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis. To answer the hypothesis, use the T test, f test, coefficient of determination test and difference test.

RESULTS

Multiple linear regression

Multiple linear regression analysis aims to test a hypothesis in this research. This test is used to measure the strength of the relationship between two or more variables, and can show the direction of the relationship between the dependent variable and the independent variable.

Table 1 Multiple Linear Regression Analysis Results

		Coefficients ^a				
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.199	1.136		.175	.862
	SKILLS	.144	.053	.134	2.696	.009
	EXPERIENCE	.786	.045	.866	17.388	.000

a. Dependent Variable: PRODUCTIVITY

Based on the table above, the results of data processing can form a regression equation, namely as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 0.199 + 0.144X_1 + 0.786X_2 + e$$

Based on the regression equation that has been obtained, it can be explained as follows, namely that the constant value shows a value of 0.199, meaning that the value of the independent variable consisting of skills and work experience is 0, so the dependent variable, namely the work productivity of MSME bread employees, will remain at 0.199.

The skill variable has a positive value, with a coefficient or slope value of 0.144. This means that the relationship between the skill variable and employee work productivity is positively related, with a value of 0.144. This means that if the skill variable increases by 1 unit, provided that the other independent variables are constant, the dependent variable, namely work productivity, will increase by 0.144. On the other hand, if the skill variable decreases, work productivity will decrease with a coefficient value of 0.144, assuming that other variables do not change or remain constant.

The work experience variable has a positive value or result, with a coefficient or slope value of 0.786. This can mean that the relationship between the work experience variable and employee work productivity has a positive relationship of 0.786. This means that if the work experience variable increases by 1 unit provided that the other independent variables are constant, then the dependent variable, namely work productivity, increases by 0.786. On the other hand, if the work

experience variable decreases, work productivity will decrease with a coefficient value of 0.786, assuming that the other variables do not change or remain constant.

Tabel 2. Determination Coefficient Test Table (R2)

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985a	.971	.970	.66790

a. Predictors: (Constant), EXPERIENCE, SKILLS

b. Dependent Variable: PRODUCTIVITY

Based on the table above, the calculation results from the regression can be obtained, $R = 0.985$ or 98.5%, which means that there is a positive and strong relationship between the Skills and Work Experience variables on Work Productivity, the remaining 1.5% can be influenced by variables other than those examined in the research. It can also be seen that the adjusted R square obtained is 0.970, which means that 97.0% of Work Productivity can be explained by the independent variables, namely Skills and Work Experience, where the remaining 3.0% is influenced by other variables not examined in this research.

DISCUSSION

Skills (X1) Impact Employee Productivity (Y)

Hypothesis testing has a positive and significant effect between skills on employee work productivity. This is proven by the results of the t test which has a significance of $0.009 < 0.05$ and the calculated t result of 2.969 is greater than the t table value of 2.008. This means that H_0 is rejected and H_1 is accepted, which can prove that the skill variable (X1) partially has a positive and significant effect on employee work productivity (Y).

This finding is in line with research conducted by Ria Wahyuning Astuti (2020) entitled "The Influence of Education, Work Skills and Work Environment on Employee Work Productivity". Where the research shows that skills partially have a positive and significant effect on work productivity with $t_{count} > t_{table}$, namely $(2.238 > 1.678)$ and with a significance value of $0.030 < 0.05$. Based on multiple linear regression analysis, skills have a positive value of 0.391.

This finding is also supported by research conducted by Siti Latifah (2020) entitled "The Influence of Individual Characteristics, Skills and Work Maintenance on Convection Work Productivity". This research reveals that skills partially have a positive effect on work productivity with a value of $t_{count} > t_{table}$, namely $(2.962 > 1.661)$ and with a significance value of $0.004 < 0.05$. Based on the multiple linear regression analysis that was carried out, it was found that skills have a positive value of 0.550.

The results of this research are in line with research conducted by Nurhasanah (2019) entitled "The Influence of Work Skills and Facilities on the Work Productivity of the Bugis Village Fishermen's Association, Tanjung Pinang City" where the results reveal that skills have a positive and significant effect, namely with a value of $t_{count} > t_{table}$, namely equal to $(4.089 > 1.686)$. And the significance value is $0.000 < 0.05$ on employee work productivity.

The theory that is in line with this research is according to Ambar (2013: 249) which states that The skills possessed by employees can be able to complete work productively. Skills are the main variable in productivity, where in other words if an employee has good skills it will be increasingly helpful in work productivity.

Prawironegoro and Utari (2016) revealed that An employee's work skills are HR capabilities and are used as infrastructure that can determine conducive attitudes and situations, quality and can increase the work productivity of the employee concerned. Meanwhile, according to Rivanto (2013: 20) revealed that Technical skills can greatly determine the level of work productivity of an employee.

Work Experience (X2) Impacts Employee Productivity (Y)

Hypothesis testing has a positive and significant effect between work experience on employee work productivity. This can be proven by the results of the t test which has a significance of $0.000 < 0.05$ and the calculated t result of 17.388 is greater than the t table value of 2.008. So this means that H0 is rejected and H2 is accepted. These results can prove that work experience (X2) partially has a positive and significant effect on work productivity (Y).

This finding is supported by research conducted by Endang, Dodi and Jasmani (2020) entitled "The Influence of Motivation and Work Experience on Employee Productivity at Starbucks Coffee in South Tangerang" where the research states that work experience partially has a positive and significant effect on work productivity. This can be proven by the value of $t_{count} > t_{table}$, namely $(8.168 > 1.995)$. And with a significance value of $0.000 < 0.05$ on employee work productivity. Based on multiple linear regression analysis, work experience has a positive value of 0.452.

This finding is also in line with research conducted by Aisah Nurramadhani Lubis and Suhada (2020) entitled "The Effect of Training and Work Experience on Employee Work Productivity at PT. Tunas Baru Lampung, Tbk-Banyuasin" where this research reveals that work experience has a positive and significant effect on work productivity. This can be seen from the results of $t_{count} > t_{table}$, namely $(4.671 > 1.994)$. And with a significance value of $0.000 < 0.05$. The multiple linear regression analysis that was carried out found that work experience had a positive value of 0.783.

Apart from that, the results of this research are also in line with research conducted by Ardika Sulaeman (2014) entitled "The Influence of Wages and Work Experience on the Productivity of Subang Regency Carving Craft Employees" where this research revealed that work experience has a positive and significant effect, namely the t-count value $> t_{table}$ which is $(8.592 > 1.976)$. And with a significance value of $0.000 < 0.05$ on work productivity. Based on multiple linear regression analysis, work experience has a positive value of 0.220.

These findings are in line with the theory presented by Suprayadi (2015) which states that an employee who has carried out a task or job for a long period of time may have more work experience than those who have carried out the same task or job for a shorter period of time.

Siagian (2016: 128) revealed that an employee who has experience related to the same field of work is expected to be able to contribute to pursuing a career in the organization or business concerned. The employee's work experience can also be used as an illustration of the employee's action tendencies. Work experience is really needed because previous work experience can help employees to be more productive to support efforts in achieving goals.

Meanwhile, according to Rivai (2014), specific views regarding work experience identified with work experience. The period of work referred to in this case is the length of time a person occupies a position or position in their work. A long period of work can show that someone has more experience than other employees or co-workers. The size of work experience can influence a person's productivity in managing and carrying out their duties.

Skills (X1) and Work Experience (X2) Impact Employee Productivity (Y)

Hypothesis testing has a positive and significant effect between skills and work experience on employee work productivity. This can be proven by the results of the F test which has a significance of $0.000 < 0.05$. Through the coefficient of determination test, the results of the R regression calculation are 0.985 or 98.5%. This means that H_0 is rejected and H_3 is accepted. This result can prove that skills (X1) and work experience (X2) together have a positive and strong influence on work productivity.

These results are in line with previous research conducted by Abd Rohim and Dewi Iriyanti (2021) with the title "The Role of Work Skills and Work Experience on Employee Work Productivity". Where Rohim and Dewi revealed that work skills and work experience have a positive and significant effect on employee work productivity. This was obtained through the results of the F test significance level, namely $0.000 < 0.05$. Apart from that, the R^2 test produces a value of 0.77, which means that 77% of work skills and experience can influence employee work productivity, where the remaining 23% can be influenced by other variables not researched by Rohim and Dewi.

Muchdarsyah (2013: 23) revealed that If employees are more skilled and experienced, they will be more able to do their work and be able to use work facilities well which can help employees to be much more productive so that company goals can be achieved more easily.

Meanwhile, Sutrisno (2016: 104) stated Work productivity is a very important thing for employees in a business. With work productivity, it is hoped that work will be carried out efficiently and effectively so that this is ultimately very necessary in achieving the goals that have been set. Therefore, this must be supported by capabilities that can be sourced from an employee's skills and work experience.

Different Skills Test of Bakery MSMEs Employees in Bangkalan District

The fourth hypothesis is rejected, then this means that H_0 is accepted and H_a is rejected. Through these results, it can be stated that the skills possessed by employees in bread MSMEs are no different or can be said to have similarities in skills. This can be shown through formula calculations in different tests, namely that the calculated F value for skills is 0.500733, while the F table value is 3.18, which is smaller than the calculated F value ($0.500733 < 3.18$).

These results can also be seen based on respondents' answers related to basic skills, namely the employee's ability to understand orders from the owner well, which has been answered in the affirmative by bakery business employees in the district. Bangkalan with a percentage of 100%. This means that all employees, both those whose target market is the middle to upper economic community and those whose target market is the middle to lower economic community, are equally able to understand the orders of their superiors or owners well.

Testing Different Work Experiences of Bakery MSMEs Employees in Bangkalan District

The fifth hypothesis is accepted, this means that H_0 is rejected and H_a is accepted. So, through obtaining these results, it can be seen that the work experience of employees in bakery MSMEs is different or it could be said that they do not have the same thing in terms of work experience. This can be seen through formula calculations in the different test, namely that the calculated F value for work experience is 4.189669, while the F table is 3.18, which is greater than the F table ($4.189669 > 3.18$).

This can be seen through the length of time or years of work that employees have at each different bread MSME. Where it can be proven through a bread brand

or bakery business that has good quality with a target market of middle to upper economic class people, they recruit by first looking at the background experience of the workers. Of course, this is different from a bakery business with a target market for the lower middle class. Where the business does not place too much importance on the work experience they have, the business owners only look at the sincerity and willingness of the employees to complete their tasks and responsibilities without attaching importance to the quality of the work produced.

Test of Differences in Work Productivity among Bakery MSMEs Employees in Bangkalan District

The sixth hypothesis is accepted, which means that H_0 is rejected and H_a is accepted. So it can be seen that the work productivity possessed and produced by bakery MSME employees is different or it could be said that there are no similarities in terms of work productivity. This can be seen from the results of formula calculations in different tests carried out where the calculated F value for work productivity is 4.389547, while the F table is 3.18, where the calculated F is greater than the F table ($4.389547 > 3.18$).

One of the bread brands is Anita Family Bakery, where the target market for this business is people with middle to upper economic conditions who are able to achieve the set production target. This is proven by the achievement of the production target in September where the owner set a production target of 14,000 loaves of bread in a month. where the achievement achieved by employees in producing bread in that month was 14,300 loaves. Meanwhile, for the Rizqy Bakery brand, the production target in September was 11,000 loaves a month, of which the achievement achieved was only 9,000 loaves.

CONCLUSION

Skills partially have a positive and significant effect on employee work productivity. This is proven by the value of tcount for the Skills variable of $2.696 > t_{table} 2.008$ and a significance value of $0.009 < 0.05$. And the skills variable has a positive value of 0.144. Work experience partially has a positive and significant effect on employee work productivity. This can be proven by the t value for the work experience variable of $17.388 > t_{table} 2.008$ and a significance value of $0.000 < 0.05$. And the work experience variable has a positive value of 0.786. Work experience is a variable that has a dominant influence on productivity. Skills and work experience simultaneously have a positive and significant influence on employee work productivity in bread MSMEs in Bangkalan District. Where the results of the Fcount value are $846.134 > F_{table} 3.18$ with a significance level of 0.000.

There is no difference in skills between one bread MSME and another. Proven by the results of F count $0.500733 < F_{table} 3.18$. There are differences in work experience between one bread MSME and another. It can be proven by the results of F count $4.189669 > F_{table} 3.18$. There are differences in work productivity between one bakery MSME employee and another. This can be proven by the results of F count $4.389547 > F_{table} 3.18$.

REFERENCE

- Adyatama, I Wayan Chandra dan Desak, Rurik Pradnya Paramitha Nida. 2021. Analisis Pengaruh Pengalaman Terhadap Kompetensi Sera Pengaruhnya Terhadap Produktivitas UKM di Kota Denpasar, Provinsi Bali, Vol.5, No. 1: 6-18
- Anoraga, Pandji. 2014. *Manajemen Bisnis*. Jakarta: Rineka Cipta

- Badawi dan Afifah Hilyatul. 2018. Pengaruh Motivasi dan Keterampilan Kerja Terhadap Produktivitas Kerja Sales Promotion PT. Paragon Technology and Innovation Departemen Store. Vol 12, No 2: 122-126.
- Dharma, Agus. 2013. *Manajemen Sumber Daya Manusia*. Bandung: Rosdakarya.
- Edy, Sutrisno. 2016. *Manajemen Sumber Daya Manusia Edisi Ke-8*. Jakarta: Kencana Prenada Media Group.
- Efendi, Alvin, Khoirul Ulum, Bambang Suyadi dan Wiwin Hartanto. 2018. Pengaruh Lingkungan Kerja dan Keterampilan Kerja Terhadap Produktivitas Kerja Karyawan Pada Pabrik Rokok Gagak Hitam Kecamatan Maesan Kabupaten Bondowoso. Vol 12, No. 2: 173-178
- Hafni, R., & Rozali, A. 2015. analisis usaha mikro, kecil, dan menengah (UMKM) terhadap penyerapan tenaga kerja di Indonesia.
- Hasibuan, Malayu. 2017. *Manajemen Sumber Daya Manusia*. Jakarta: PT. Bumi Aksara.
- Jetha, Arif, Elizabeth Badley, Dorcas Beaton, Paul R Fortin, Natalie J Shiff and Monique A M Gignac. 2015. Unpacking Early Work Experience of Young Adults With Rheumatic Disease: An Examination of Absenteeism, *Job Distruptions, and Productivity Loss*. Vol 67, No. 9: 1246-1254.
- Latan, Hengky dan Selva Temalagi. 2013. *Analisis Multivariate Teknik dan Aplikasi Menggunakan Program IBM SPSS 20,0*. Bandung: ALFABETA.
- Latifah, Siti. 2020. Pengaruh Karakteristik Individu, Keterampilan dan Pemeliharaan Kerja Terhadap Produktivitas Kerja Konveksi. Vol 2, No 5: 142-151.
- Lubis, Aisah Nurramadhani dan Suhada (2020). Pengaruh Pelatihan dan Pengalaman Kerja Terhadap Produktivitas Kerja Karaywan Pada PT. Tunas Baru Lampung, Tbk-Banyuasin. Vol 17, No 4: 314-320.
- Manullang. 2013. *Manajemen Sumber Daya Manusia*. Jakarta: Ghalia Indonesia.
- Manullang, K dan Andreas G. 2013. *Manajemen Partisipatif*. Jakarta: Pusat Produktivitas Nasional.
- Marwansyah. 2014. *Manajemen Sumber Daya Manusia, Edisi Kedua*. Bandung: ALFABETA
- Mesthrige, Jayantha Wadu dan yat Hung Chiang. 2019. The Impact of New Working Practicies on Employee Productivity: The First Explanatory Study in Asia. *Journal of Facilities Management*.
- Moenir. 2015. *Manajemen Pelayanan Umum di Indonesia*. Jakarta: PT. Bumi Aksara, hal 116.
- Notoatmodjo. 2014. *Promosi Kesehatan dan Ilmu Perilaku*. Jakarta: Rineka Cipta.
- Nurhani, Wibowo dan Budi Santoso. 2020. The Effect of Occupational Safety, Work Skills, and Employability on Stress and Implications on The Productivity of Employee Construction Service Workers. *Journal of Business and Behavioural Entrepreneurship*. Vol 4, No. 1: 1-15.
- Nurhasanah. 2019. Pengaruh Keterampilan Kerja dan Fasilitas Terhadap Produktivitas Kerja Persatuan Nelayan Kampung Bugis Kota Tanjungpinang, Vol.2, No. 2: 83-93.
- Okumu, Ibrahim Mike dan Joseph Mawejje. 2019. *Labour Productivity in African Manufacturing: Does The Level of Skiils Development Matter?*. 38: 441-464.
- Putri, Meitamien. 2020. Pengaruh Keterampilan Dalam Menenun Terhadap Produktivitas Kerja Pekerja di UMKM Griya Kain Tenun Khas Palembang Kelurahan Tuan Kentang Kota Palembang. Palembang: Program S1 Universitas Sriwijaya.
- Prawironegoro D dan D. Utari. 2016. *Manajemen SDM Abad 21*. Jakarta: Mitra Wacana Media.
- Ravianto. 2013. *Produktivitas dan Pengukurannya, Seri Produktivitas VIII*. Jakarta: Binaman Teknika.

- Rivai, Veithzal. 2014. *Kepemimpinan dan Perilaku Organisasi, Edisi Keempat*. Jakarta: PT. Raja Grafindo Persada.
- Rohim, Abd dan Dewi Iriyanti. 2021. Peran Keterampilan Kerja dan Pengalaman Kerja Terhadap Produktivitas Kerja Karyawan. *Jurnal Riset Manajemen dan Bisnis Dewantara*. Vol. 4 No.2: 153-160.
- Sanusi, Anwar. 2014. *Metodologi Penelitian Bisnis*. Jakarta: Selemba Empat.
- Salju dan Muhammad Lukman. 2018. Pengaruh Motivasi dan Pengalaman Kerja Terhadap Produktivitas Kerja Karyawan PT. Comindo Mitra Sulawesi Cabang Palopo. *Jurnal Manajemen*. Vol. 4, No.2:1-7.
- Sedarmayanti. 2016. *Manajemen Sumber Daya Manusia dan Produktivitas Kerja*. Bandung: Mandar Maju.
- Siagian, Sondang P. 2016. *Manajemen Sumber Daya Manusia*. Cetakan ke- 24. Jakarta: Bumi Aksara
- Sinungan, Muchdarsyah. 2013. *Produktivitas Apa dan Bagaimana*. Cetakan ke-9. Jakarta: Bumi Aksara.
- Sofian, Edi; Julkarnain. 2019. Pengaruh Pengalaman Kerja dan Semangat Kerja terhadap Kinerja Karyawan di PT. Dutagriya Sarana Medan. *Jurnal Riset Manajemen dan Bisnis (JRMB)*. Vol.4 No.2.
- Sugiarti Endang, Dodi Prasada dan Jasmani. 2020. Pengaruh Motivasi dan Pengalaman Kerja Terhadap Produktivitas Karyawan Pada *Starbuck Coffe* di Tangerang Selatan, Vol. 2, No. 3: 364-371.
- Sugiyono. 2019. *Motede Penelitian Kualitatif dan RnD*. Bandung: ALFABETA.
- Suharsimi, Arikunto. 2018. *Prosedur Penelitian: Suatu Pendekatan Praktik (Edisi Revisi)*. Jakarta: Pt. Rineka Cipta.
- Sulaeman, Ardika. 2014. Pengaruh Upah dan Pengalaman Kerja Terhadap Produktivitas Karyawan Kerajinan Ukiran Kabupaten Subang. Vol 13, No. 1: 91-100.
- Sulistiyani, Ambar Teguh dan Rosidah. 2013. *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- Sumantiaka Eka, Amirul Mukmin, dan M. Badar. 2021. Pengaruh Keterampilan dan Pengalaman Kerja Terhadap Produktivitas Kerja (Studi Pada Karyawan Perusahaan Kain Tenun Nurmantika Kota Bima), Vol.4, No. 1: 10-26.
- Wahyuning Astuti, Ria. 2020. Pengaruh Pendidikan, Keterampilan Kerja dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan, Vol.10, No.1: 24-29.
- Wiranti, Wiwin. 2016. Pengaruh Keterampilan Terhadap Produktivitas Kerja Karyawan Pada Konveksi Istana Mode Madiun, Vol. 4, No. 1: 96-105.
- Yunus, Erlinda N dan Erni Erawati. 2018. *Journal of Productivity and Performance Management Productivity Paradox? The Impact of Office Redesign on Employee Productivity and Performance Management*.
- Yusuf, Burhanuddin. 2016. *Manajemen Sumber Daya Manusia*. Jakarta: Raja Grafindo Persada.
- Badan Pusat Statistika (BPS). 2021. *Tingkat Pengangguran Terbuka di Indonesia dan Jumlah Angkatan Kerja*. Jakarta.
- Dinas Koperasi dan UMKM. 2021. *Perkembangan UMKM di Bangkalan Periode 2016-2020*. Bangkalan.