



The Influence of Salary and Work Environment in Human Resource Development on Work Productivity

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ABSTRACT

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This study aims to analyze the effect of salary and work environment on employee work productivity. The research focuses on determining whether salary and work environment partially and simultaneously influence productivity and identifying the extent of their contributions. This quantitative research uses a causal associative approach, with a population of 61 employees selected through a census sampling technique. Data were collected using questionnaires, observations, and documentation, and analyzed through multiple linear regression, t-test, F-test, and the coefficient of determination (R^2) using SPSS version 27. The results show that salary and work environment both have a positive and significant effect on employee productivity, demonstrated by the t-test results where salary (X_1) and work environment (X_2) significantly influence productivity (Y) with $\text{sig.} < 0.05$. The simultaneous F-test also indicates a significant effect, and the adjusted R^2 value of 0.509 shows that 50.9% of productivity is influenced by both variables. These findings imply the importance of fair compensation and conducive work conditions in improving employee performance and supporting strategic human resource management to increase organizational productivity.

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INTRODUCTION

In the current era of globalization and industrial modernization, companies strive to improve performance and productivity to survive and grow amid increasingly intense business competition (Ujam, 2025). Industrial advancement demands the adoption of new technologies, optimization of human resource capabilities, and adaptation to dynamic social and economic changes (Mukhuty et al., 2022). Productivity is a crucial indicator of organizational success because it reflects efficiency and effectiveness in achieving goals (Ogochukwu et al.,

2022; Andreas, 2022). Enhancing productivity is essential for business sustainability and economic growth. However, optimal productivity requires strategic human resource management supported by fair compensation and a conducive work environment. Therefore, research on productivity determinants remains highly important for academic and practical development.

In reality, many organizations continue to face serious challenges related to low productivity caused by inadequate human resource management, particularly in providing fair salary compensation and maintaining a conducive work environment. Employees as the driving force of organizational performance require motivation, appreciation, and suitable working conditions (Ahmad, 2022; Abbas et al., 2023). However, many companies fail to prioritize employee welfare, resulting in dissatisfaction and weakened commitment, as productivity is influenced by work quality, motivation, discipline, leadership, and the work environment (Sedarmayanti, 2020). A similar issue occurs in an electronic distribution company experiencing declining productivity due to excessive noise, uncomfortable workspace, minimal salary, lack of appreciation, and limited rewards, highlighting salary and work environment as crucial factors for performance improvement.

Previous studies have highlighted the significant role of salary and compensation in improving work productivity. Research by (Sari, 2021) found that wages and compensation significantly influence productivity when they meet elements of fairness and employee economic needs. Meanwhile, (Yu & Santos, 2025) explained that salary determination is influenced by employee loyalty, national economic conditions, and human resource management policies, which can optimize employee performance through proper reward mechanisms. Additionally, (Munandar, 2021) stated that salary functions not only as financial incentives but also as motivational tools and mechanisms of organizational control that ensure fairness and stability for employees. However, previous studies have not thoroughly discussed the interaction between salary and human resource development practices, particularly regarding how compensation affects employee motivation and productivity within challenging work environments. This indicates a gap where more comprehensive research is needed to examine salary in relation to other productivity-driving factors.

In addition, various studies emphasize the influence of the work environment on employee performance. (Hamed et al., 2023) stated that a good work environment encourages productivity and creates safety and comfort in completing tasks. (Yuliyanti & Nurjanah, 2022) identified factors such as leadership, communication, company culture, safety, and cleanliness as

important components that shape the work environment and influence performance. (Megawaty et al., 2023) added that employees who feel comfortable at work tend to show strong commitment and improved performance. However, existing research often focuses only on physical environmental factors and rarely integrates non-physical aspects such as interpersonal relationships, workload management, and psychological comfort. Moreover, few studies examine the combined effect of salary and work environment within the framework of human resource development. Therefore, research exploring both variables simultaneously to improve work productivity and employee development remains essential and underexplored.

The novelty of this research lies in its integration of salary and work environment variables within the context of human resource development to determine their combined effect on work productivity. Unlike previous studies that examine salary or work environment separately, this research aims to analyze the interactive relationship of both variables as strategic elements influencing productivity. Additionally, this study highlights real issues occurring within the company, such as lack of recognition, inadequate compensation, disruptive work conditions, and decreasing employee motivation. This approach provides practical contributions to organizational management in designing more effective strategies to improve productivity. The significance of this study is not only beneficial in solving the company's internal problems but also contributes theoretically to strengthening academic discussions on integrated strategies for managing human resources. Therefore, this research is expected to become an important reference for organizations facing similar challenges in increasing competitiveness.

Based on the identified problems and research gaps, this study aims to examine the effect of salary and work environment on employee productivity, focusing on the extent to which these variables, both individually and simultaneously, influence work outcomes. The argument proposed is that fair compensation and a conducive work environment increase employee motivation, leading to improved productivity and organizational achievement, in line with motivational theory which states that compensation functions as reinforcement to enhance performance (Prasetyo & Lestari, 2023). This research is expected to provide strategic contributions for managers in evaluating and improving human resource policies based on empirical evidence, thereby supporting efforts to enhance workplace conditions and employee welfare. Academically, the study enriches literature on productivity factors through the integration of human resource development, while practically it guides organizations in formulating effective strategies to increase motivation, job

satisfaction, and performance, emphasizing the central role of human resources in sustaining company competitiveness and productivity.

RESEARCH METHOD

This study is a quantitative research with a causal associative design at PT. Sarana Jaya Elektronik, aiming to determine the effect of salary (X1) and work environment (X2) on employee productivity (Y). Quantitative research generates measurable findings using statistical procedures supported by valid and reliable instruments (Duckett, 2021). The research was conducted at MLMLTC 2 Warehouse, Medan, North Sumatra, from May to July 2025. The population consists of 61 employees, and due to the relatively small population size, a census sampling technique was applied so that the entire population became the research sample. Data collection techniques included observation, questionnaires, and documentation (Mazhar et al., 2021).

The research instrument in the form of questionnaires was tested using validity testing to ensure accuracy of measurement and reliability testing using Cronbach's Alpha to confirm response consistency. Data analysis involved descriptive analysis, instrument testing, classical assumption tests (normality, multicollinearity, heteroscedasticity), multiple linear regression, t-test, F-test, and coefficient of determination (R^2), processed using SPSS version 27. The analytical procedure aimed to identify the magnitude of the influence of salary and work environment on employee productivity and to examine both partial and simultaneous contributions, providing statistical evidence to support or reject the research hypotheses.

RESULT AND DISCUSSION

Result

The company operates in the distribution and retail sector of household electronic appliances. It initially began as a small-scale electronics store serving local needs and gradually expanded through a strong commitment to service quality, teamwork, and integrity. As business growth accelerated, the company was officially established as a limited liability corporation in 2018 and has since developed into a trusted provider of high-quality electronic products for both end consumers and wholesale distribution. The respondents in this study consisted of all employees within the company, selected because they are considered an essential source of accurate information related to the research problem. The study used a saturation sampling or census technique, where the entire population became the research sample, resulting in 61 respondents whose demographic characteristics were collected through questionnaires.

The research instrument used was a questionnaire that had been tested for validity and reliability to ensure each item accurately measured the intended variable. Validity testing was conducted using SPSS software, referring to the criteria that items are declared valid when the calculated r-value exceeds the r-table value at a 5% significance level. With a sample size of 61 respondents, the r-table value was 0.2521 ($df = n - 2$), and all questionnaire items were evaluated by comparing the calculated values with the r-table reference prior to conducting further analytical procedures.

Table1. Validity Test of Salary Variable (X1)

Variable	statement item	r calculated	Significant	r Table	Information
Salary	X1_1	0,589	0,000	0,2521	Vallid
	X1_2	0,431	0,000	0,2521	Vallid
	X1_3	0,544	0,000	0,2521	Vallid
	X1_4	0,476	0,000	0,2521	Vallid
	X1_5	0,604	0,000	0,2521	Vallid
	X1_6	0,624	0,000	0,2521	Vallid
	X1_7	0,490	0,000	0,2521	Vallid
	X1_8	0,564	0,000	0,2521	Vallid
	X1_9	0,528	0,000	0,2521	Vallid

Source: Processed Data, 2025

Table 1 indicates that the calculated value (X1) has a valid condition when the calculated criterion $r > r$ table.

Table 2. Work Environment Variable Validity Test (X2)

Variable	Statement item	r calculated	Significant	r table	Informlaltion
Work Environment	X1_1	0,676	0,000	0,2521	Vallid
	X1_2	0,516	0,000	0,2521	Vallid
	X1_3	0,553	0,000	0,2521	Vallid
	X1_4	0,615	0,000	0,2521	Vallid
	X1_5	0,558	0,000	0,2521	Vallid
	X1_6	0,404	0,000	0,2521	Vallid
	X1_7	0,668	0,000	0,2521	Vallid
	X1_8	0,631	0,000	0,2521	Vallid

Source: Processed Data, 2025

Table 2 indicates that the environmental working conditions (X2) have valid conditions with a calculated criterion $>$ table value.

Table 3. Validity Test of Work Productivity Variables (Y)

Variable	Statement Item	r Calculated	Significant	r table	information
Work productivity	X1_1	0,420	0,000	0,2521	Vallid
	X1_2	0,481	0,000	0,2521	Vallid
	X1_3	0,619	0,000	0,2521	Vallid
	X1_4	0,643	0,000	0,2521	Vallid
	X1_5	0,643	0,000	0,2521	Vallid
	X1_6	0,703	0,000	0,2521	Vallid
	X1_7	0,660	0,000	0,2521	Vallid
	X1_8	0,588	0,000	0,2521	Vallid

Source: Processed Data, 2025

Table 3 shows that the productive work rate (Y) has a valid condition when the calculation criterion is > table.

Reliability Test

Reliability testing is conducted after the validity test results have been confirmed as valid. Next, reliability testing is conducted to measure the reliability of the measuring instrument used. According to (Phillips et al., 2021) reliability testing is used to measure questionnaires that are indicators of validity. A questionnaire is considered reliable if the responses are consistent and stable over time. A variable is considered reliable if the Cronbach's Alpha coefficient is > 0.60 based on the results of the SPSS version 27 analysis, and each variable has a value that is clearly listed in the table below:

Table 4. Reliability Statistics

Variabel	Cronbach's Alpha	Role Of Thump	Keterangan
Galji	0,691	0,60	Relialblel
Lingkungankerja	0,721	0,60	Relialblel
Produktivitalskerja	0,727	0,60	Relialblel

Source: Processed Data, 2025

Based on calculations using IBLML SPSS version 27, which was applied to the data, work environment, and work productivity, consistently with Cronbach's alpha > 0.60 as indicated in Table 4.

Classical Assumption Test

Normality Test

The normality test is used to test the hypothesis of recognizing a group of variables that are independent or not. In particular, independent variables are normally distributed or not. According to (Phillips et al., 2021), the graphical method used is the normal probability plot, which shows the cumulative

distribution. The distribution is considered normal if the significance value is > 0.05 . The normality test is also carried out using the Kolmogorov-Smirnov Test to determine the statistical significance.

Using SPSS 27 data processing, the normality test produced a normal plot graph of the probability of the scatter plot of the normal distribution, which produced the following graph:

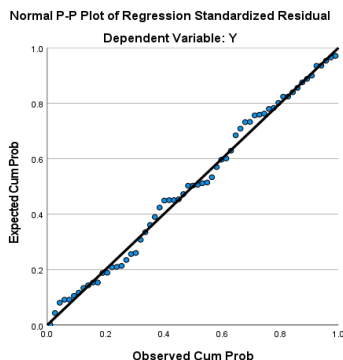


Figure 1. Graphical Normality Test

Source: Processed Data, 2025

The graph shows that the data points are normally distributed and fit the normal regression model, as indicated by the points around the diagonal line and the spread of the data points that are parallel to the diagonal line.

Table 5. Graphical Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		61
Normal Parameters ^{a,bl}	Mean	.0000000
	Std. Deviation	2.18451431
Most Extreme Differences	Absolute	.063
	Positive	.055
	Negative	-.063
Test Statistic		.063
Asymp. Sig. (2-tailed) ^c		.200 ^d

a. Test distribution is Normal.

b. Calculated from data.

Source: Processed Data, 2025

Based on the Kolmogorov-Smirnov test, it can be seen that the unstandardized residuals have a value of $AL_{sympl. Sig. (2-tailed)} = 0.200$, which is > 0.05 , indicating that the data is normally distributed.

Multicollinearity Test

The multicollinearity test is used to examine the degree of correlation between independent variables (in the work environment). According to Iman gunawan, (2017), the method used to determine multicollinearity is by checking the VIF value. If the VIF value is < 10 , the model is considered free from multicollinearity. The regression model should not have any correlation with the independent variables, and the multicollinearity is also tested using a tolerance value of > 0.01 .

Table 6. Multicollinearity Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.472	3.846		1.163	.250		
	X1	.338	.095	.351	3.576	.001	.877	1.141
	X2	.494	.095	.509	5.184	.000	.877	1.141

a. Dependent Variable: Produktivitas kerja

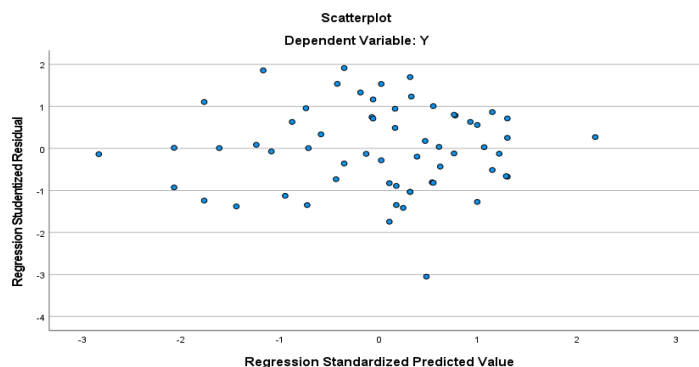
Source: Processed Data, 2025

Table 6 shows that the work environment (X1) has a tolerance value of 0.877, while the work environment (X2) has a tolerance value of 0.877. These tolerance values are less than 0.10. In addition, the VIF value for both variables is 1.141, which indicates that there is no multicollinearity if the value is greater than 10.

Heteroscedasticity Test

According to (Phillips et al., 2021), the heteroscedasticity test is used to determine whether the regression model is affected by the unevenness of residuals from one variable to another. If the residual variance from one variable to another is constant, this is called homoscedasticity; if the variance varies, this is called heteroscedasticity. This can be seen from the significance level exceeding

5%. The regression model must be homoscedastic and free from heteroscedasticity. The heteroscedasticity test produces the following results:



Source: Processed Data, 2025

Based on Figure 2, the residual points appear to be scattered randomly and are distributed in the left half of the real channel, indicating that there is no evidence of heteroscedasticity.

Table 7. Statistical Test of Heteroscedasticity (Glejser Test)

		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients			
MModel		B	Std. Error	Beta	T	Sig.	
1	(Constant)	1.602	2.257	.125	.710	.481	
	X1	.050	.056	-.129	.899	.373	
	X2	-.052	.056		-.927	.358	

a. Dependent Variable: ALBLS_RES

Source: Processed Data, 2025

Based on Table 7, it shows that the value of the work environment variable (X1) has a significance value of 0.373 and the work environment variable (X2) has a significance value of 0.358. Therefore, the significance value is > 0.05 , and it can be concluded that the regression model does not exhibit heteroscedasticity.

Multiple Linear Regression Test

This test is used to determine the influence of two independent variables (X1 and X2) on the dependent variable (Y) using multiple regression techniques. To determine the influence of X1 and X2 on Y. The results of the multiple linear regression analysis were calculated using SPSS 27, namely:

Table 8. Multiple Linear Regression Analysis Results

MModel	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constalnt)	4.472	3.846		1.163	.250
	X1	.338	.095	.351	3.576	.001
	X2	.494	.095	.509	5.184	.000

Source: Processed Data, 2025

The regression equation obtained is:

$$Y = 4.472 + 0.338X_1 + 0.494X_2 + e$$

Explanation:

Y : Work productivity

X1 : Salary

X2 : Work environment

Linear regression equation results:

The constant value is positive, indicating that when income (X1) and work environment (X2) values are constant, labor productivity is equal to 4.472.

The regression coefficient for variable X1 is positive, indicating that variable X1 has a positive effect on labor productivity. This means that if variable X1 increases, work productivity will also increase. As (X1) increases, work productivity (Y) also increases by 0.338.

The regression coefficient for the work environment variable is positive, indicating that the work environment variable (X2) has a positive effect on work productivity (0.494).

Hypothesis Testing

t-test (partial)

(Phillips et al., 2021), used the t-test to determine the relationship between each independent variable and the dependent variable. The t-value of the regression coefficient was calculated at a significance level of 5% ($\alpha = 0.05$) using software 27.

Table 8.t-test results (partial)

Model		Coefficients ^a				Sig.	Collinearity Statistics	
		Unstandardized Coefficients	Standardized Coefficients	T			Tolerance	VIF
1	(Constant)	4.472	3.846	1.163	.250			
	X1	.338	.095	.351	.001	.877	1.141	
	X2	.494	.095	.509	.000	.877	1.141	

a. Dependent Variable: Produktivitas kerja

Source: Processed Data, 2025

The relationship between labor productivity (Y) and variable value (X1) is statistically significant at a significance level of 0.001, with a t-value of 3.576 and a table t-value of 2.000. The estimated t-value exceeds the t-table value, indicating that there is a significant relationship between labor productivity and wages. Therefore, H0 is rejected and H1 is accepted. Thus, we can conclude that there is a significant relationship between labor productivity (Y) and wages (X1).

The relationship between work productivity (Y) and work environment variables (X2) is statistically significant at the 0.000 level, with a t-value of 2.000 and a calculated t-value of 5.184. The calculated t-value is greater than the estimated t-value, indicating a qualitative relationship between work productivity and the work environment. Therefore, H0 is rejected while H1 is accepted. As a result, it can be reasonably assumed that work productivity (Y) and work environment (X2) have a significant impact.

F test (simultaneous)

Table 9. Simultaneous Test Results (F)

ANOVA ^a						
MModel		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	296.592	2	148.296	30.040	.000 ^{bl}
	Residual	286.326	58	4.937		
	Total	582.918	60			

a. Dependent Variable: Produktivitas kerja

b. Predictors: (Constant), lingkungan kerja, gaji

Source: Processed Data, 2025

The calculation results from SPSS indicate that the F value in this study is 30.040. To compare the F table in hypothesis testing in regression models, it is necessary to determine the degree of freedom (df), known as df2, and the F table is also known as N2. This is known as the formula $df1 = k - 1, df = n - k$.

So, we know that the value of df1 is $3-1=2$ and df2 is $61-3=58$ with a significance of 0.05, so the value of the F table is 3.16. The output results show that $F_{count} > F_{table}$, with $F_{count} = 30.040 > 3.16$, with a significance level of $0.05 > 0.000$.

The results of the simultaneous test in the regression analysis model show that the variables of work experience (X1) and work environment (X2), when tested simultaneously simultaneously have a significant effect on work productivity (Y).

Analysis of the Coefficient of Determination (R²)

According to (Phillips et al., 2021), the coefficient of determination shows the extent to which the independent variables influence the dependent variable.

Table 10 Results of the Coefficient of Determination R²

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.713 ^{al}	.509	.492	2.222

al. Predictors: (Constant), lingkungan kerja, gaji
bl. Dependent Variable: produktivitas kerja

Source: Processed Data, 2025

Table 10 shows an adjusted R Square value of 0.509, indicating that the model explains 50.9% of the variation in production. The independent variable of environmental conditions affects work productivity by 50.9%, while the rest is influenced by other factors. Based on the interpretation of the relationship between variables, the coefficient of determination (R²) test yields R = 50.9, indicating a moderate relationship.

Discussion

The results of this study indicate that salary (X1) has a positive and significant effect on employee productivity (Y), as evidenced by the t-count value of 3.576, which is greater than the t-table value of 2.000, with a significance level of $0.001 < 0.005$. This shows that fair and competitive salary distribution plays a crucial role in enhancing employee performance and encouraging individuals to work more effectively (Osman et al., 2024). These findings support H1 and reject H0, confirming that salary has a strong partial effect on productivity. The results are consistent with studies by (Akuffo-Aduamah, 2025; Sitopu et al., 2021), which demonstrated that adequate financial compensation increases motivation, loyalty, and performance. Theoretically, this strengthens Expectancy Theory and Herzberg's Two-Factor Theory, which emphasize salary as a key motivator preventing dissatisfaction.

Practically, this study highlights the need for companies to develop salary policies that are fair, transparent, and performance-based to increase productivity and competitiveness. Compensation must align with workload, responsibilities, and industry standards to support employee satisfaction and

retention. Improvements in compensation through incentives, bonuses, and recognition can enhance morale and reduce turnover. Future research is suggested to include additional factors such as leadership, training, and organizational culture that may interact with salary in influencing productivity. Therefore, salary management becomes a crucial strategy in supporting long-term business sustainability.

The findings also demonstrate that the work environment (X2) has a positive and significant effect on employee productivity, indicated by the t-count value of 5.184, which exceeds the t-table value of 2.000, with a significance level of $0.000 < 0.05$. This confirms H1 and rejects H0, proving that improvements in both physical and non-physical work environments significantly impact productivity. The results align with research by (Rusdiyanto, 2021), which found a significant relationship between work environment and productivity, and are theoretically supported by Herzberg's Motivation-Hygiene Theory, which states that appropriate work conditions prevent dissatisfaction and enhance performance (Perematzis & Galanakis, 2022).

Furthermore, the simultaneous effect of salary (X1) and work environment (X2) on productivity (Y) is proven through the F-test value of 3.16 with a significance level of $0.000 < 0.05$ and an R^2 value of 0.509, indicating that 50.9% of productivity variation is explained by both variables, while 49.1% is influenced by other factors. These findings align with studies by (Akuffo-Aduamah, 2025; Sitopu et al., 2021) and theoretically support Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs (Loo et al., 2024). Practically, the results suggest that companies must enhance compensation systems and improve workplace conditions to maintain productivity and reduce turnover. Overall, integrating financial and environmental strategies is essential to strengthen competitiveness and ensure long-term organizational sustainability.

CONCLUSION

The findings of this study show that salary and work environment simultaneously have a positive and significant effect on employee productivity at PT. SalraInalJalyal Elektronik, supported by the F-test value of 3.16 with a significance level of $0.000 < 0.05$ and an R^2 value of 0.509, indicating that 50.9% of productivity variation is influenced by these variables. The partial t-test results also confirm that salary ($t = 3.576$; sig. 0.001) and work environment ($t = 5.184$;

sig. 0.000) significantly affect productivity separately, supporting acceptance of H1 and rejection of H0. These findings align with (Akuffo-Aduamah, 2025; Sitopu et al., 2021), who found that salary significantly affects productivity, who reported that the work environment has a strong effect on productivity in the public sector. The similarity reinforces that compensation and environmental quality are universal determinants of productivity across different industries, although this study contributes additional evidence within a manufacturing warehouse context where physical conditions play a more dominant role.

Theoretically, these results strengthen Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, which emphasize that salary and workplace conditions constitute basic hygiene and safety needs that must be fulfilled to avoid dissatisfaction and encourage optimal performance. Practically, these findings imply that companies should implement competitive wage systems and invest in better workplace facilities, including ergonomics, safety equipment, lighting, ventilation, and supportive social interactions to improve productivity sustainably. Improving both financial and environmental aspects can reduce turnover, increase employee commitment, and enhance company competitiveness. Therefore, strategic integration of compensation policies and workplace improvement programs becomes essential for productivity growth and long-term business sustainability in the manufacturing sector.

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