

Work Motivation, Compensation, and Environment Influence Employee Productivity in Production Section

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ABSTRACT : Employee productivity becomes important for the company. The purpose of this study is to analyze the effect of motivation, compensation, and work environment on employee work productivity. This research is conducted at PT. Tirta Bulan Bali, with 40 respondents. Data collection using interview and questionnaire methods, and data analysis techniques used are multiple linear regression. The results show that motivation, compensation, and work environment have positive and significant effect on employee work productivity. These results indicate the better the motivation of the employee's work productivity will also be better. Compensation and work environment also have a positive and significant effect on employee work productivity.

KEYWORDS: *Motivation, Compensation, Work Environment, Work Productivity of Employees*

I. INTRODUCTION

Employee productivity becomes important for the company because most of the company's success depends on labor productivity (Massoudi & Hamdi, 2017). Madaan (2015), "employee productivity can be interpreted as employees who run their duties and responsibilities well". Productivity is the ability of employees to achieve certain tasks according to standards, completeness, cost and speed so that the efficient and effective utilization of human resources in an organization is very important to improve overall effectiveness and efficiency (Hanaysha, 2016).

Factors affecting employee work productivity are education, motivation, good compensation, work ethic, skills, work environment and climate, hard work discipline, good facilities and technology, good management and opportunities for achievement, while factors that affect work productivity employees namely the level of education, training, skills, discipline, attitude, work ethics, motivation, work environment, production and health advice (Sabir, 2017).

Motivation is about giving employees guidance, direction, and appreciation so that they are inspired and interested in working the way they want (Nabi *et al.*, 2017). Alimuddin (2015), motivation questioning how to direct the power and potential of subordinates to want to work together productively so that they succeed in realizing the goals that have been determined, in general motivation is an action and encouragement from every employee in an effort to meet their needs, both encouragement from the outside (extrinsic) and encouragement from within (intrinsic). A good work environment has an important role in increasing employee work productivity in the company (Maslichah & Hidayat, 2017). Poor environmental conditions can require more energy and time, so the company will not get an efficient system design.

Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. In addition, if employees feel they have not been properly compensated, there is high emotional dissatisfaction. This emotional feeling will grow and accumulate over time, making employees unhappy and dissatisfied with working for the organization (Mabaso & Dlamini, 2017). Thus, compensation is important for employees as employees because the amount of compensation reflects the magnitude of their work among the employees themselves, their families and the community (Sudiardhita *et al.*, 2018)

PT. Tirta Bulan Bali is an organization engaged in the garment industry. PT. Tirta Bulan Bali is located in Br. Telabah Batubulan, Sukawati, Gianyar. In running its business, PT. Tirta Bulan Bali focuses on the quality and quantity of production. To meet this need high productivity of its employees. PT. Tirta Bulan Bali has 50 employees, but in this study 40 employees were employed in the production department because 10

employees at PT. Tirta Bulan Bali where 5 employees are at the core consisting of owners, managers, assistant managers, accounting, accounting assistants, while the remaining 5 are security guards and office boys.

Pre-research through interview methods with 6 employees from the tailor, tailor and embroidery in the production of PT. Tirta Bulan Bali, found problems regarding work productivity of employees on production targets, employee productivity is still low, where there is an increase in the number of orders that have not been completed. This was demonstrated in June to December 2018. Increasing the number of orders that have not been completed can indicate a low employee productivity. The problem in this research in terms of motivation is the rejection of the addition of work hours or overtime that affects targets that are not achieved and in accordance with the determined company. Another factor that triggers the problem is poor compensation stated by employees that there is often a delay in providing compensation in terms of salary received which makes employees unable to meet their needs and also there is jealousy among employees because there are some employees who agree to increase work hours and get a bonus while other employees do not approve additional work hours and do not get a bonus. Employees who do not approve of working hours reveal that there are delays in the awarding of bonuses, not only in the provision of salaries.

When work motivation increases, productivity will increase, the results can show that motivation has a significant positive effect on employee productivity. Compensation has a direct, positive and significant effect on work productivity. Tilaar *et al.* (2017), if compensation rises, productivity will rise indicating that compensation has a significant effect on work productivity. A conducive work environment in addition to motivating employee work, can also increase employee motivation and excitement that can make employee productivity will be maximal. Research conducted by Tumiwa *et al.* (2017) states that the work environment has a positive and significant effect on employee productivity.

Based on the background that has been described, the purpose of this research is to analyze the effect of motivation on the work productivity of employees of the production department of PT. Tirta Bulan Bali., To analyze the effect of compensation on the work productivity of PT. Tirta Bulan Bali and to analyze the influence of the work environment on the work productivity of the employees of PT. Tirta Bulan Bali.

II. LITERATURE REVIEW AND HYPHOTHESES DEVELOPMENT

The theory that underlies this research is the Needs Hierarchy Theory proposed by Abraham Maslow. This theory states that human needs can be arranged in a hierarchy from the lowest to the highest needs, meaning that if the first level needs are met, then other levels of needs emerge to the fifth level. The first level in the theory of needs hierarchy is physiological needs, such as retribution, hospitality and so on. If these basic needs are met, the next higher need will be the main need, namely the need for security and a sense of security. The third need will arise after the second need is fulfilled, namely social needs, then at the fourth level, namely the need for self-esteem or recognition. This process continues until the self-actualization needs are met (Edo & Nwosu, 2018). As a result of late compensation and lack of encouragement for employees so that employees refuse to add work hours or overtime makes employees unable to meet or increase their needs, so this theory is based on making employees motivated to work to meet and increase their needs

Purwanto & Wulandari (2016) states that "motivation has a positive and significant effect on productivity." Omollo (2015) states that motivation has a positive effect on employee work productivity if the rewards received are in accordance with what the employee's workload is. Agustini (2019) states that motivation has a significant positive effect on employee productivity. Nuraini & Marzolina (2015) also said that motivation has a partial effect on employee work productivity. Thus the better the motivation and work environment in the company, the employee work productivity will also be better. Based on the theory and description, the hypothesis can be concluded as follows:

H1: Motivation has a positive effect on employee productivity.

Tilaar *et al.* (2017) states that "if compensation rises, productivity will rise indicating that compensation has a significant effect on work productivity". Research conducted by Santoni (2018) states that "compensation has a positive and significant effect on employee work productivity". Santoso & Darsin (2017) states motivation, compensation, work climate and job satisfaction have a positive effect on productivity variables. Izzah & Ardiani (2016) also states that compensation has a positive effect on work productivity. Purwanto & Wulandari (2016) states if employees get increased salaries, good incentives, bonuses and getting a salary on time will increase employee productivity. Chandrasekar (2015) it also states that an unhealthy and unsafe work environment in the event of poor ventilation, unnatural noise, inadequate lighting, and others affects employee productivity. Based on the theory and description, the hypothesis can be concluded as follows:

H2: Compensation has a positive effect on employee productivity.

Putra (2016), Awan & Tahir (2015) and Stephen (2015) states that "the work environment has a positive and significant effect on employee work productivity". Research conducted by Tumiwa *et al.* (2017) "work environment has a positive and strong enough effect on employee work productivity". Mangkunegara & Agustine (2016) states there is a positive and significant influence of the work environment on work

productivity, it means that the work environment in a company can affect employee work productivity, so to improve the company must have a conducive work environment. Al-Omari & Okasheh (2017) stated that “the work environment has a positive effect on the work productivity of manufacturing employees in Jordan”. Based on the theory and description, the hypothesis can be concluded as follows:

H3: Work Environment has a positive effect on Employee Productivity.

III. METHODS

This research uses associative research design, to analyze the effect of motivation, compensation, and work environment on the work productivity of the production department employees of PT. Tirta Bulan Bali. This research was conducted at PT. Tirta Bulan Bali on Jl. Batubulan Telabah Hamlet Sukawati, Gianyar, Bali, Indonesia. The object of this research is motivation, compensation, work environment and work productivity of production department employees. In this study are motivation variables (X1), compensation (X2), and work environment (X3). The dependent variable in this study is the employee work productivity variable (Y).

Work productivity in this study is a number of goods and services that can be produced by the employees of the PT. Tirta Bulan Bali in a certain period of time (Nurfadilah & Havidz, 2018). Work productivity has several indicators, which are as follows: Ability (Y1), Improving Results Achieved (Y2), Work Motivation (Y3), Personal Development (Y4), Efficiency (Y5) and Quality (Y6). The motivation in this research is the power that drives the employees of PT. Tirta Bulan Bali to do an action or not internally and externally. Motivation has several indicators (Nuraini & Marzolina, 2015) namely as follows: Responsibility (X1.1), Attitudes of Superiors (X1.2), Career Opportunities (X1.3) and Meeting Needs (X1.4)

Compensation in this research is something that is received by the employees of the production department of PT. Tirta Bulan Bali for the services they provide to their work or a form of compensation received by employees for the businesses they produce. Compensation has several indicators (Nurfadilah & Havidz, 2018) as follows: Salary (X2.1), Incentives (X2.2) and Bonuses (X2.3). The working environment in this study is the overall tools and materials faced by the surrounding environment where the employees of PT. Tirta Bulan Bali works, work methods, and work arrangements both individually and as a group and the conditions around the workplace both physically and non-physically that can give the impression of being pleasant, secure, appealing, and the impression of being at work and so forth (Mahajaya, 2016). The work environment has several indicators (Nuraini & Marzolina, 2015) namely as follows: Light Lighting in the Company (X3.1), Air Condition in the Company (X3.2), Work Facilities (X3.3), Relationships with Colleagues (X3.4) and Security (X3.5)

The population in this study were employees of PT. Tirta Bulan Bali. Respondents used in this study were 40 respondents who were employees of the production section at PT. Tirta Bulan Bali. The method used is nonprobability sampling with saturated sampling, where all members of the population are used as samples. Quantitative data in this study are the number of employees, position, gender, age, level of education, and the score of the number of questionnaires by weighting the answers of respondents consisting of employee productivity data at PT. Tirta Bulan Bali. Qualitative data is verbal data. The qualitative data in this study were interviews at PT. Tirta Bulan Bali. Primary data sources in this study were questionnaires and interviews with PT. Tirta Bulan Bali. The secondary data source in this study is the company, namely the manager of PT. Tirta Bulan Bali 2018. Data collection methods were carried out using methods, namely Questionnaire and Interview

IV. RESULTS AND DISCUSSION

Respondent characteristic data is respondent data collected to find out the profile of research respondents. Based on the results of research conducted on the Production Section employees of PT. Tirta Bulan Bali can be known the characteristics of the respondents including gender, age and last education. The number of employees of the Production Section of PT. Tirta Bulan Bali as a sample of 40 people. When viewed from the gender, women dominates with a percentage of 62.5 percent. When viewed from age, those who have the age of 25-34 years dominate with a percentage of 70 percent. If viewed from the level of education that has the highest level of education that dominates high school with a percentage of 100 percent.

Respondents' perceptions about the variable work productivity of employees who have results 3.46 with a high category. Among the six variable indicators, there are three indicators that are above the average, that is, I can complete the work using the appropriate resources set by the company (Y5) of 3.58 and my indicators master the area of work I do at the company (Y1) and I rarely make mistakes in completing work (Y6) of 3.48. The highest indicator is shown by indicator (Y5) of 3.58 and the lowest indicator (Y4) of 3.38 .. there are three indicators that are below average, ie the results of my work have met the target set by the company (Y2) of 3.43, then my indicator is always able to show better performance than the previous performance (Y3) of 3.43, and my indicator likes challenging work as a process of self-development (Y4) of 3.38.

Respondents' perceptions about motivational variables which have a 3.48 results with a high category. Among the four variable indicators, there are two indicators that are above the average, namely I am always fully responsible for the work given by the company (X1.1) of 3.58, the company indicator has fulfilled my life

needs in the form of lunch (meal money)) (X1.4) of 3.55. The highest indicator is shown by indicator (X1.1) of 3.58, and the lowest indicator (X1.2) of 3.35. There are two indicators that are below the average, namely I get savings to develop a higher career (X1.3) of 3.43, and the indicators of my superiors always give praise when I carry out the task with the results of damage (X1.2) of 3.35.

Respondents' perceptions about the compensation variable which has a 3.39 result with quite good category. Among the four variable indicators, there are two indicators that are above the average, namely I get a salary in accordance with the workload given by the company (X2.1) of 3.45, the indicator I get overtime (bonus) when completing work outside hours employment (X2.4) of 3.43. The highest indicator is shown by the indicator (X2.1) of 3.45, and the lowest indicator (X2.2) of 3.33. two indicators that are below the average, namely I get an incentive for the work that I do more than the company set (X2.3) of 3.35, and the salary indicator that I receive is in accordance with the competency I have (X2.2) 3.33.

Respondents' perceptions regarding work environment variables which have a 3.47 result with a good category. Among the five variable indicators, there are three indicators that are above the average, namely the working environment in this company is very safe (X3.5) of 3.60, the indicator room in my workplace is very bright (X3.1) of 3, 55, and the air circulation indicator in my workspace is very good (X3.2) of 3.48. The highest indicator is shown by the indicator (X3.5) of 3.60, and the lowest indicator (X3.4) of 3.35. In addition to indicators that are above average, there are two indicators that are below average, namely the company provides adequate work facilities to complete the work that is my responsibility (X3.3) of 3.38, and relationships with fellow colleagues work very well established (X3.4) of 3.35.

multiple linear regression equations can be written as follows.

$$Y = -0,155 + 0,321 X_1 + 0,337 X_2 + 0,391 X_3 \dots \dots \dots (1)$$

Where :

Y = Employee work productivity

X1 = Motivation

X2 = Compensation

X3 = Work Environment

The value of α constant -0.155 shows if motivation, compensation and work environment is equal to 0 (zero) then the work productivity of the Production Department employees of PT. Tirta Bulan Bali is worth -0,155. $X_1 = + 0.321$ shows that motivation has a positive effect on the work productivity of the Production Department employees of PT. Tirta Bulan Bali, if motivation increases, employee productivity will increase by 0.321. $X_2 = +0,337$ shows that Compensation has a positive effect on the productivity of employees of the Production Section of PT. Tirta Bulan Bali, if employee Compensation increases, the employee productivity will increase by 0.337. $X_3 = +0,391$, shows that the work environment has a positive effect on the productivity of the employees of PTirta Bulan Bali Production Section, if the employee's work environment increases, the employee's work productivity will increase by 0.391.

Table 1
Summary of Results of Multiple Linear Regression Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------------|-----------------------------|------------|---------------------------|--------|-------|
| | B | Std. Error | Beta | | |
| (Constant) | -0,155 | 0,418 | | -0,371 | 0,713 |
| Motivation | 0,321 | 0,121 | 0,280 | 2,658 | 0,012 |
| Compensation | 0,337 | 0,122 | 0,359 | 2,772 | 0,009 |
| Work Environment | 0,391 | 0,148 | 0,358 | 2,642 | 0,012 |

Source: Data processed, 2019

The value of $R^2 = 70.4$ percent, which means that at 70.4 percent the work productivity of the Production Department employees of PT. Tirta Bulan Bali is influenced by motivational variables (X1), compensation (X2), and work environment (X3) and the remaining 29.6 percent is influenced by other variables not examined in this study.

the significance value of F is 0,000 < 0.05, then H_0 is rejected. This means that the Motivation variable (X1), the Compensation variable (X2), the Work environment variable (X3), simultaneously have a significant effect on employee work productivity (Y) of the Production Section of PT. Tirta Bulan Bali, or the model used in research is feasible and can be used for subsequent analysis.

Table 2
T test

| Variable | Unstandardized Coefficients Beta | Sig. |
|------------------|----------------------------------|-------|
| Motivation | 0,321 | 0,012 |
| Compensation | 0,337 | 0,009 |
| Work Environment | 0,391 | 0,012 |

Source: Data processed, 2019

Based on data processing SPSS states that there is a positive and significant influence between the Motivation and Work Productivity of the Production Section Employees of PT. Tirta Bulan Bali. The variable coefficient X1 is positive meaning motivation has a positive effect on employee work productivity. This is indicated by the indicators of responsibility where the company where the respondent works provides work that can be accounted for by each employee so that employees are able to carry out their work properly because it is in accordance with their responsibilities. Another indicator is the fulfillment of needs where the company has been able to meet the necessities of life in the form of lunch money, so that employees will be able to improve their work capabilities and maximize the results of their work as desired by the company and the work productivity of each employee will increase. Furthermore, looking at the respondent's criterion which is dominated by the sex of women with an age that dominates 25-34 years and the most recent education that dominates namely high school, companies should use these resources to the maximum extent possible with a productive age to achieve the goals of the company in a way increase motivation of employees so that employees can and are able to work optimally.

The results of this study are consistent with research conducted by Purwanto & Wulandari (2016) states that motivation has a positive and significant effect on productivity. Omollo (2015) states that motivation has a positive effect on employee work productivity if the rewards received are in accordance with what the employee's workload is. Research conducted by Agustini (2019) states that motivation positively influences employee productivity. Nuraini & Marzolina (2015) also said that motivation has a partial effect on employee work productivity. Thus the better the motivation and work environment in the company, the employee work productivity will also be better.

Based on data processing SPSS states that there is a positive and significant influence between Compensation and Employee Productivity of the Production Section of PT. Tirta Bulan Bali. The variable coefficient X2 is positive, meaning that compensation has a positive effect on employee productivity. This is indicated by the salary indicator where the company where the respondent works gives salary in accordance with the workload provided by the company, so that each employee gets a salary and workload that is evenly distributed and does not exceed the capacity set by the company, therefore it will create an intention to increase and maintain work productivity as desired by the company. Another indicator is a bonus where the company where the respondent works gives bonuses in the form of overtime pay when employees are able to finish work outside the working hours set by the company, so employees will be more eager to work and increase work productivity to achieve company goals.

The results of this study are consistent with research conducted by Tilaar *et al.* (2017) states that if compensation rises, productivity will rise indicating that compensation has a significant effect on work productivity. Research conducted by Santoni (2018) states that compensation has a positive and significant effect on employee work productivity.

Based on data processing SPSS states that there is a positive and significant influence between the work environment and the Employee Productivity of the Production Section of PT. Tirta Bulan Bali. The coefficient of variable X3 is positive which means the work environment has a positive effect on employee work productivity. This is shown by security indicators where the company where the respondent works makes their employees feel safe with their work environment so that employees are able to do various tasks without feeling disturbed and afraid.

Another indicator is the lighting in the company where the company where the respondent works provides a very bright room so that employees can focus on doing their work in a room that has adequate light and does not impede the work done. Furthermore, the indicator of the state of the air in the company where the company can provide good air circulation in the respondent's room to do his work, so that all activities or tasks to be carried out can be intertwined well which can later lead to an increase in employee productivity. The results of this study are consistent with research conducted by Putra (2016), Tumiwa *et al.* (2017), Awan & Tahir (2015) and Stephen (2015)

Mangkunegara & Agustine (2016) state there is a positive and significant influence of the work environment on work productivity, it means that the work environment in a company can affect employee work productivity, so to improve the company must have a conducive work environment. Al-Omari & Okasheh (2017) in their research stated that the work environment has a positive effect on the work productivity of manufacturing employees in Jordan. Previous research according to Tanod et al. (2019) states that the work environment has a positive effect on employee work productivity, the better the existing work environment the employee work productivity will increase.

The implication of the results of the study aims to emphasize the real benefits of the results of the study to retain employees at PT. Tirta Bulan Bali, by increasing motivation, compensation and work environment. There are several implications of the results of this study, The first implication of respondents strongly agree that motivation can increase employee productivity. This is evidenced from the motivational indicators, namely: praise from superiors when able to carry out tasks with satisfactory results. When the employer of the company is able to motivate by giving praise when employees can carry out tasks with satisfactory results, the work productivity of employees will increase.

Implications of the two respondents strongly agree that compensation can increase employee productivity. This is evident from the compensation indicator, namely: salary received in accordance with the competencies possessed. When the company is able to provide salaries in accordance with the competencies of employees, employees will have the intention to increase work productivity. Implications of the three respondents strongly agree that the work environment can improve employee work productivity. This is evident from the indicators of the work environment, namely: relationships with fellow co-workers are well established. When the company is able to make a good relationship between employees with one another, then employees will be able to work better with the help of other employees because humans are basically social beings who need help from others in each of their activities, so employees will be able to increase work productivity in the company.

V. CONCLUSION

Motivation has a positive and significant effect on the work productivity of PT. Tirta Bulan Bali. Compensation has a positive and significant effect on the work productivity of PT. Tirta Bulan Bali. The work environment has a positive and significant effect on the work productivity of the production department employees of PT. Tirta Bulan Bali. Practically, the management of PT. Tirta Bulan Bali must maintain motivation, compensation, and work environment within the company so that employees feel satisfied and can be committed to the company, so that it will increase the work productivity of the employees of PT. Tirta Bulan Bali. The thing that must be improved is in terms of motivation is my boss always gives praise when I carry out tasks with satisfactory results has the lowest average this must be increased again so that employees feel excited at work by giving praise when employees carry out tasks with satisfactory results. In terms of compensation, what needs to be improved is the salary received in accordance with the competencies, while the thing that can be done is to provide salaries in accordance with the competencies of each employee. In terms of the work environment, what needs to be improved is the relationship with fellow colleagues is very well established by providing events that can establish relationships between employees so that all employees have a good relationship with fellow colleagues and with the company, so that employees feel they become a unity in organizational structure. For future researchers, it is expected that future researchers will not focus on the factors in this study, namely motivation, compensation and work environment, but can add other factors that might affect employee work productivity. In addition, further researchers are expected to be able to add or use other research subjects related to different industries and analytical techniques.

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