SOCIAL SCIENCE
Printed ISSN: 2720-9938
Electronic ISSN: 2721-5202
jsss.co.id

The Effect of Job Satisfaction, Work Motivation, Work Environment, and Training on Employee Productivity at PT. Wijaya Karya Beton Tbk in East Jakarta

Muhammad Reza Pahlevi[1], Herry Krisnandi[2], Kumba Digdowiseiso[3*], Junaidah Abd Karim[4]

[1,2,3*] Management Study Program, Faculty of Economics and Business, National University, Indonesia

[4] Lecture of Faculty of Business, Economics, and Social Development, Universiti Malaysia Terengganu, Malaysia

Email: pahlevi954@gmail.com

ABSTRACT

This research partially aims to analyze the effect of job satisfaction, work motivation, work environment, and training on the work productivity of operating bureau employees at PT. Wijaya Karya Beton Tbk. The population in this study were all employees of the operating bureau of PT. Wijaya Karya Beton Tbk, amounting to 285 employees. Determination of the sample using probability sampling method with sampling techniques using simple random sampling, then the size of the sample in this study were 166 respondents. The data analysis method in this research is multiple regression with the help of SPSS version 24.00. The results in this study indicate that partially the influence between job satisfaction, motivation, work environment and training has a positive effect on employee work productivity.

Keywords: Job Satisfaction, Work Motivation, Work Environment, Training, Employee Work Productivity.

INTRODUCTION

Humans are the most vital resource in an organization. Human resources support the organization with their energy, talents and creative ideas. No matter how perfect the financial and technological resources it has, without quality human resources it will be difficult for the organization to achieve its goals. Human resource management is a part of organizational management that focuses on the element of human resources. Activities include planning, procurement, development, maintenance, and use of human resources to achieve goals both individually and organizationally (Batjo and Shaleh, 2018).

How to cite: Muhammad Reza Pahlevi (2024) The Effect of Job Satisfaction, Work Motivation, Work Environment, and Training on Employee Productivity at PT. Wijaya Karya Beton Tbk in East Jakarta, (5) 2. DOI 10.46799/jss.v5i2.800

E-ISSN: 2721-5202

Published by: CV. Syntax Corporation Indonesia

One of the goals of human resource management in an organization is to improve productivity levels, improve the quality of work life, and ensure that the organization meets legal aspects. Therefore, organizations not only focus on satisfying company owners (owners) by obtaining optimal profits or returns, but also must provide satisfaction for all employees who work for the company, both from the top , middle and executive levels (Muayyad and Gawi, 2017) .

PT. Wijaya Karya Beton Tbk (WIKA Beton) is a company operating in the construction sector. Concrete products produced by WIKA Beton include: electricity transmission and distribution poles and telephone poles; pile; railroad sleepers; concrete products for bridges; concrete products for retaining walls; pipe; concrete products for buildings; concrete products for maritime buildings; other concrete products. Currently WIKA Beton has 9 concrete product factories , 6 sales areas and 3 natural material processing factories spread throughout Indonesia.

Based on documentation data at PT. Wijaya Karya Beton Tbk, information was obtained which explained that employee work productivity was not in line with what was expected by company management, in this case especially in the Operational Bureau, which was characterized by performance results in the operational bureau which had not yet reached the target. This can be seen in the following table:

Table 1. Performance of PT Operational Bureau. Wijaya Karya Beton Tbk

No	ASPEK PENILAIAN		PEMANCANGAN		POSTTENSION		JLKA Kualanamu		TOL Layang		LRT	
			%	NILAI	%	NILAI	%	NILAI	%	NILAI	%	NILAI
1	Effisiensi											
a	Upaya Efisiensi (%)	Nilai	15%	75	15%	70	10%	65	15%	71	15%	80
		Nil x Bbt		11.25		10.5		6.5		10.65		12
b	Pencapaian eff. Thd Rencana	Nilai	20%	65	15%	72	10%	60	10%	58	10%	75
		Nil x Bbt		13		10.8		6		5.8		7.5
2	Rasio Biaya SDM	Nilai	10%	70	5%	75	10%	74	10%	75	5%	75
		Nil x Bbt		7		3.75		7.4		7.5		3.75
3	Peralatan (Nilai Audit Peralatan)	Nilai	15%	82	20%	81	15%	72	15%	70	15%	80
		Nil x Bbt		12.3		16.2		10.8		10.5		12
4	Kapasitas Terpakai (Ra:Ri) %	Nilai	20%	73	25%	65	25%	78	20%	78	25%	100
		Nil x Bbt		14.6		16.25		19.5		15.6		25
5	Kompleksitas Pengelolaan	Nilai	10%	80	10%	74	20%	80	20%	75	20%	80
		Nil x Bbt		8		7.4		16		15		16
6	Keselamatan Kerja (SMK3 / HSE)	Nilai	10%	90	10%	90	10%	90	10%	90	10%	90
		Nil x Bbt		9		9		9		9		9
7	Succession Rate (Enlargement & Enrichment)	Nilai	0		0		0		0		0	
		Nil x Bbt										
	Jumlah Nilai		**100%**	**75.15**	**100%**	**73.9**	**100%**	**75.2**	**100%**	**74.05**	**100%**	**85.25**
	Peringkat hasil perhitungan			**3**		**3**		**3**		**3**		**1**

Source: Report on the performance results of the Operations Bureau of PT. Waskita Karya Beton Tbk.

Based on table 1 above, it can be seen that the work performance of operations bureau employees at PT. Wijaya Karya Beton Tbk has not been optimal, where several projects implemented have not yet fully achieved the target of 100% realization. In the Post Tension work, the performance obtained only reached 73.9%, which is still far below the target set, namely 100%. Therefore, employee work productivity at PT. Wijaya Karya Beton Tbk still needs to be improved. Then, the data also indicates that there are still problems related to employee work productivity at PT. Wijaya Karya Beton Tbk.

The employee job satisfaction factor is very important for the company because with employee satisfaction, it is hoped that it will further improve performance and have an impact on increasing the company's productivity as a whole. Apart from job satisfaction factors, work productivity can also be increased by increasing motivation by trying to meet all employee needs and creating conducive working environment conditions, so that it can support employees to be able to work well.

According to Rivai (2009:838) motivation can encourage employees to work hard so that they can achieve their goals, this will increase employee work productivity so that it influences the achievement of company goals. Apart from motivation, the work environment is an important factor in creating conducive conditions for employees to do their work. Employees need a healthy, safe and comfortable working environment. The next factor, which is no less important, can influence employee work productivity, is training. Training provides various benefits, both to the company and the employees themselves. For employees, training provides benefits such as additional knowledge, work skills, increased work performance and so on.

This research aims to investigate several problems that arise in the context of work productivity of operations bureau employees at PT. Wijaya Karya Beton Tbk. The problem formulation includes questions regarding the influence of job satisfaction, work motivation, work environment, and employee training on work productivity. The research aims to analyze the impact of job satisfaction on productivity, evaluate the influence of work motivation, investigate the relationship between work environment and productivity, and assess the contribution of employee training to employee work productivity in the PT operations bureau. Wijaya Karya Beton Tbk.

RESEARCH METHODS

The population in this study was 285 employees. The sampling method used is probability sampling with a sampling technique using simple random sampling. So, the sample size was 166 respondents. The data collection technique in this research uses primary data by distributing numbers or questionnaires for respondents to fill in.

In this research, there are four independent variables , namely job satisfaction, work motivation, work environment, and training, and one dependent variable , namely work productivity. The data analysis method used in this research is multiple regression with the help of the SPSS version 24.00 program. Before carrying out multiple regression analysis and hypotheses, validity and reliability testing, descriptive statistics and classical assumptions are first carried out.

RESULTS AND DISCUSSION

A. Test Research Instruments

The research instrument tests used were validity tests and reliability tests. The validity of a research result is largely determined by the measuring instrument used. If the measuring instrument used is invalid and/or unreliable then the results of the research carried out cannot describe the actual situation. The results of the validity and reliability tests will be explained in the following discussion.

1. Validity test

Validity tests are carried out to measure the extent to which a measuring instrument is able to measure what it wants to measure (Siregar, 2013:46) . To find out whether the questionnaire created is valid or not, in this research the type of validity used is construct validity which is done by correlating the scores obtained by each item which can be in the form of questions or statements with the total score. This total score is the value obtained from the sum of all item scores. A questionnaire is said to be valid if the Pearson product moment correlation coefficient r-count > r-table (α ; n – 2) n = number of samples (Siregar, 2013:47) . The results of the validity test can be seen from table 2 below:

Table 2. Validity Test Results

Variable	Indicator	(r-count)	r-table (166)	Conclusion
Job Satisfaction (X1)	KK1	0.408	0.151	Valid
	KK2	0.646	0.151	Valid
	KK3	0.712	0.151	Valid
	KK4	0.370	0.151	Valid
	KK5	0.595	0.151	Valid
Variable	**Indicator**	**(r-count)**	**r-table (166)**	**Conclusion**
	KK6	0.740	0.151	Valid
	KK7	0.633	0.151	Valid
	KK8	0.662	0.151	Valid
	KK9	0.565	0.151	Valid
	KK10	0.692	0.151	Valid
Work Motivation (X2)	MK1	0.725	0.151	Valid
	MK2	0.556	0.151	Valid
	MK3	0.627	0.151	Valid
	MK4	0.561	0.151	Valid
	MK5	0.471	0.151	Valid
	MK6	0.642	0.151	Valid
	MK7	0.343	0.151	Valid
Work Environment (X3)	LK1	0.442	0.151	Valid
	LK2	0.577	0.151	Valid
	LK3	0.216	0.151	Valid
	LK4	0.496	0.151	Valid
	LK5	0.573	0.151	Valid
	LK6	0.674	0.151	Valid
	LK7	0.533	0.151	Valid
	LK8	0.461	0.151	Valid
	LK9	0.717	0.151	Valid
Training (X4)	PL1	0.539	0.151	Valid
	PL2	0.322	0.151	Valid
	PL3	0.539	0.151	Valid

	PL4	0.422	0.151	Valid
	PL5	0.644	0.151	Valid
	PL6	0.703	0.151	Valid
	PL7	0.628	0.151	Valid
	PL8	0.294	0.151	Valid
Work Productivity (Y)	PK1	0.474	0.151	Valid
	PK2	0.269	0.151	Valid
	PK3	0.304	0.151	Valid
	PK4	0.402	0.151	Valid
	PK5	0.604	0.151	Valid
	PK6	0.271	0.151	Valid
	PK7	0.614	0.151	Valid
	PK8	0.571	0.151	Valid
	PK9	0.478	0.151	Valid
	PK10	0.598	0.151	Valid
	PK11	0.542	0.151	Valid
	PK12	0.597	0.151	Valid
	PK13	0.366	0.151	Valid
	PK14	0.498	0.151	Valid
	PK15	0.262	0.151	Valid

Source: SPSS 24 Data Processing Results (2020)

From the validity test results in table 2, it can be seen that all indicators of each variable, namely job satisfaction , work motivation, work environment, training and work productivity, are declared valid. Because all indicators have an r-count value greater than the r-table (r-count > 0.151).

2. Reliability Test

Reliability tests are carried out to determine the extent to which measurement results remain consistent, if measurements are made twice or more on the same symptom using the same measuring instrument. Reliability measurements were carried out using the Cronbach alpha technique . The criteria for a research instrument are said to be reliable with a Cronbach alpha value > 0.60 (Siregar, 2013:55) . The results of the reliability test can be seen from table 3 below:

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Conclusion
Job satisfaction	0.812	Reliable
Work motivation	0.636	Reliable
Work environment	0.626	Reliable
Training	0.618	Reliable
Work productivity	0.746	Reliable

Source: SPSS 24 Data Processing Results (2020)

Based on the results of the reliability test in table 3 above, it shows that the Cronbach's Alpha value for each variable, namely job satisfaction, work motivation, work environment, training and work productivity is greater than 0.60 so it can be

concluded that all variables are reliable because they meet the requirements Minimum Cronbach's Alpha coefficient > 0.60.

B. Classic assumption test

Assumptions are required in multiple linear regression. The aim is to obtain estimator values or coefficient values α and β that cannot be obtained so that they become the best values. A good regression model must be free from deviation problems from classical assumptions. In this research, the classical assumption tests used are: normality test, multicollinearity test, and heteroscedasticity test.

1. Normality test

The normality test aims to test whether in the regression model, confounding variables or residuals have a normal distribution. Data normality testing in this research will be carried out using the Kolmogorov - Smirnov test . Decision making in the Kolmogrov-Smirnov test is obtained from the Sig value. Kolmogrov-Smirnov test , where if the sig value. greater (>) 0.05 then the data distribution is declared normal (Ghozali, 2013:16 5) . The results of the normality test can be seen from table 4 as follows:

Table 4. Normality Test Results One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		166
Normal Parameters [a, b]	Mean	,0000000
	Std. Deviation	,20746977
Most Extreme Differences	Absolute	,051
	Positive	,051
	Negative	-,048
Statistical Tests		,051
Asymp. Sig. (2-tailed)		,200 [c,d]

a. Test distribution is Normal.
b. Calculated from data.
c . Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: SPSS 24 Data Processing Results (2020)

Based on table 4 above, it can be seen that the Kolmogorov-Smirnov value obtained is 0.051 and the significance is 0.200. The significance value turns out to be greater than 0.05. So it can be interpreted that the data in this study is normally distributed.

2. Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables. A good regression model should have no correlation between independent variables. If independent variables are correlated with each other, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables is equal to zero (Ghozali, 2013: 105) . The basis for decision making for a model that has muticolinearity is (Ghozali, 2013: 106) :

a) If the VIF (variance inflation factor) value is < 10 and the tolerance value is > 0.1 then there is no multicollinearity between the independent variables in the model.

b) If the VIF (variance inflation factor) value is > 10 and the tolerance value is < 0.1 then there is multicollinearity between the independent variables in the model. The results of the multicollinearity test can be seen in table 5 below:

Table 5. Multicollinearity Test Results

Coefficients [a]			
		Collinearity Statistics	
	Model	Tolerance	VIF
1	(Constant)		
	R_KK	,291	3,431
	R_MK	,254	3,933
	R_LK	,500	2,002
	R_PL	,348	2,873

a. Dependent Variable: R_PK

Source: SPSS 24 Data Processing Results (2020)

Based on table 5 above, it is known that the results of the multicollinearity test for each independent variable obtained a tolerance value > 0.10 and a VIF value < 10. The results of this test show that job satisfaction, work motivation, work environment and training are not correlated with each other or There is no multicollinearity in the regression model.

3. Heteroscedacity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residuals of one observation to another. If the variance from the residual from one observation to another is constant, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one that is homoscedastic or does not have heteroscedasticity (Ghozali, 2013: 139) . To find out whether there are symptoms of heteroscedasticity or not, use the Glacier test. In the Glacier test, a confounding error regression is carried out on each estimated independent variable. From the test results, a decision will be made, if the significance number is > 0.05 Ghozali (2013: 143) at the 95% confidence level, then heteroscedasticity does not occur. The results of the heteroscedacity test can be seen in table 6 below.

Table 6. Heteroscedacity Test Results

No.	Variable	Sig.	Conclusion
1.	Job satisfaction	0.079	Heteroscedacity does not occur
2.	Work motivation	0.105	Heteroscedacity does not occur
3.	Work environment	0.790	Heteroscedacity does not occur
4.	Training	0.122	Heteroscedacity does not occur

Source: SPSS 24 Data Processing Results (2020)

Based on the results of the heteroscedasticity test in table 6 above, it is clear that the four variables are free from heteroscedasticity problems, because the independent variables, namely job satisfaction, work motivation, work environment, and training have significant values > 0.05.

C. Multiple Regression Test

According to Sugiyono (2017: 192) multiple regression analysis is used if the research intends to predict the condition (up and down) of the dependent variable (criterium), if two or more independent variables as predictor factors are manipulated (increasing and decreasing their values).

Table 7. Multiple Regression Test Results

Coefficients [a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	,257	,096		2,675	,008
	R_KK	,326	,057	,419	5,715	,000
	R_MK	,241	,074	,254	3,240	,001
	R_LK	,196	,063	,174	3,109	,002
	R_PL	,135	,063	,143	2,129	,035

a. Dependent Variable: R_PK

Based on the test output above, the following regression equation can be created:

KK = 0.257 + 0.326KK + 0.241MK + 0.196LK + 0.135PL + e

The results of the regression equation on the significance of the coefficients and interpretation of the regression equation are as follows:

1. Constant Value (a) = 0.257; which states that if the existence of job satisfaction, work motivation, work environment and training is absent or has a value of 0, then work productivity will have a value of 0.257.
2. Job Satisfaction (KK) = 0.326; which means that if there is an increase in the job satisfaction variable by one unit, then the work productivity of employees at PT. Wijaya Karya Beton Tbk will experience an increase of 0.326.
3. Work Motivation (MK) = 0.241; which means that if there is an increase in the work motivation variable by one unit, then the work productivity of employees at PT. Wijaya Karya Beton Tbk will experience an increase of 0.241.
4. Work Environment (LK) = 0.196; which means that if there is an increase in the work environment variable by one unit, then the work productivity of employees at PT. Wijaya Karya Beton Tbk will experience an increase of 0.196.
5. Training (PL) = 0.135; which means that if there is an increase in the training variable by one unit, then the work productivity of employees at PT. Wijaya Karya Beton Tbk will experience an increase of 0.135.

D. Hypothesis test

1. Test the hypothesis with the t test

The t statistical test basically shows how far the influence of an explanatory/independent variable individually is in explaining variations in the dependent variable (Ghozali, 2013: 98). The criteria used to see the influence of these variables are by looking at the sig value (p-value) in the coefficient table . If the sig value. smaller than the alpha value (5%), it can be said that there is a partial influence between the independent variable and the dependent variable.

Table 8. Hypothesis Test Results with t Test

No	Variable	Q	Sig.
1	Job satisfaction	5,715	0,000
2	Work motivation	3,240	0.001
3	Work environment	3,109	0.002
4.	Training	2,129	0.035

Source: SPSS 24 Data Processing Results (2020)

Based on Table 8, the results of the t test hypothesis can be explained as follows.

a. First Hypothesis (H1)
   Based on Table 8, it can be explained that the variable job satisfaction on work productivity obtained a beta value of 0.326 with a t-statistic value of 5.715 > 3.182 and a significant value of 0.000 which is smaller than 0.05. Thus, Ho is rejected and Ha is accepted, so it can be concluded that job satisfaction has a positive effect on work productivity .
b. Second Hypothesis (H2)
   Based on Table 8, it can be explained that the work motivation variable on work productivity obtained a beta value of 0.241 with a t-statistic value of 3.240 > 3.182 and a significant value of 0.001 which is smaller than 0.05. Thus, Ho is rejected and Ha is accepted, so it can be concluded that work motivation has a positive effect on work productivity.
c. Third Hypothesis (H3)
   Based on Table 8, it can be explained that the work environment variable on work productivity obtained a beta value of 0.196 with a t-statistic value of 3.109 < 3.182 and a significant value of 0.002 which is smaller than 0.05. Thus, Ho is rejected and Ha is accepted, so it can be concluded that the work environment has a positive effect on work productivity.
d. Fourth Hypothesis (H4)
   Based on Table 8, it can be explained that the training variable on work productivity has a beta value of 0.135 with a t-statistic value of 2.129 > 3.182 and a significant value of 0.0035 which is smaller than 0.05. Thus, Ho is rejected and Ha is accepted, so it can be concluded that training has a positive effect on work productivity.

2. Coefficient of Determination Test

To determine the magnitude of the simultaneous influence of the independent variable on the dependent variable by looking at the coefficient of determination value. Ghozali (2013:97) suggests that the coefficient of determination (R^2) essentially measures how far the model's ability is to explain the influence of the independent variable on the dependent variable. The coefficient of determination value is between zero and one. A small R^2 value means that the ability of the independent variables to explain the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable. The results of testing the coefficient of determination in this research can be seen in Table 9 below.

Table 9. Coefficient of Determination Test Results Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	,865 [a]	,748	,741	,21003

a. Predictors: (Constant), R_PL, R_LK, R_KK, R_MK
b. Dependent Variable: R_PK

Source: SPSS 24 Data Processing Results (2020)

Adjusted R-Square value was 0.748 or 74.8 %. This means that the variables of job satisfaction, work motivation, work environment and training together have an influence of 74.8% on employee work productivity at PT. Wijaya Karya Beton Tbk . Meanwhile, the remaining 25.2% is influenced by other variables outside the research model. **Discussion**

1. The Influence of Job Satisfaction on Work Productivity

   The first hypothesis states that job satisfaction has a positive effect on employee work productivity at PT. Wijaya Karya Beton Tbk. Based on the results of regression testing, it shows that the first hypothesis is accepted. This is because based on partial hypothesis testing (t test) the significant value obtained for the job satisfaction variable is 0.000 < 0.05 with a beta coefficient value of 0.326. The results of hypothesis testing show that the job satisfaction variable has a positive effect on employee work productivity at PT. Wijaya Karya Beton Tbk.

   The results of research are in line with those conducted by Safriandi and Aginta (2016) and Sabena et.al. (2016) which states that job satisfaction has a positive and significant influence on employee work productivity. This means that job satisfaction is one of the factors that influences work productivity. With job satisfaction, employee work productivity will increase.

2. The Influence of Work Motivation on Work Productivity

   The second hypothesis states that work motivation has a positive effect on employee work productivity at PT. Wijaya Karya Beton Tbk. Based on the results of regression testing, it shows that the second hypothesis is accepted. This is because based on partial hypothesis testing (t test) the significant value obtained for the work motivation variable is 0.001 < 0.05 with a beta coefficient value of 0.241. The results of hypothesis testing show that the work motivation variable has a positive effect on employee work productivity at PT. Wijaya Karya Beton Tbk.

   The results of research are in line with those conducted by Manafe and Fanggidae (2017); and Sabena et.al. (2016) which states that work motivation influences employee work productivity. Positive results indicate that the higher the work motivation, the higher the level of work productivity produced by employees at PT. Wijaya Karya Beton Tbk.

3. The Influence of the Work Environment on Work Productivity

   The third hypothesis states that the work environment has a positive effect on employee work productivity at PT. Wijaya Karya Beton Tbk. Based on the results of regression testing, it shows that the third hypothesis is accepted. This is because based on partial hypothesis testing (t test) the significant value obtained for the work environment variable is 0.002 < 0.05 with a beta coefficient value of 0.196. The results of hypothesis testing show that work environment variables have a positive effect on employee work productivity at PT. Wijaya Karya Beton Tbk.

   The results of this research are in accordance with research conducted by Aspiyah and Martono (2016) which states that the work environment has a positive and significant effect on employee work productivity. This research also supports the results of research conducted by Sumajow et.al. (2018) which states that the work environment has a significant effect on employee work productivity.

4. The Effect of Training on Work Productivity

The fourth hypothesis states that training has a positive effect on employee work productivity at PT. Wijaya Karya Beton Tbk. Based on the results of regression testing, it shows that the fourth hypothesis is accepted. This is because based on partial hypothesis testing (t test) the significant value obtained for the training variable was 0.035 < 0.05 with a beta coefficient value of 0.135. The results of hypothesis testing show that the training variable has a positive effect on employee work productivity at PT. Wijaya Karya Beton Tbk.

The results of this research support research conducted by Haryati and Sibarani (2015) which states that training has a significant effect on employee work productivity. The significant results show that training has an influence on the level of employee work productivity. This means that the higher the level of productivity that employees have, the company can be said to be developing well, because work productivity greatly influences the progress or development of a company and also determines the decline of a company.

CONCLUSION

Based on the research results, it can be concluded that job satisfaction, work motivation, work environment and training have a positive effect on employee work productivity at PT. Wijaya Karya Beton Tbk. This is evident from the results of statistical tests which show t-statistical values and significance. Therefore, it is recommended for companies to maintain high levels of productivity by creating a work environment that stimulates productivity and paying attention to factors that influence job satisfaction and employee motivation. Company management can also strengthen the sense of company ownership among employees. For future researchers, it is recommended to add variables that influence work productivity or examine other aspects that have not been explored to gain a more comprehensive understanding.

REFERENCES

Aspiyah, M., & Martono, S. (2016). The Influence of Work Discipline, Work Environment and Training on Work Productivity. Management Analysis Journal , 5 (4), 339–346.

Batjo, N., & Shaleh, M. (2018). Human Resource Management. Eastern Script.

Duru, C.E., & Shimawua, D. (2017). The Effect Of Work Environment On Employee Productivity: A Case Study Of Edo City Transport Services Benin City, Edo State Nigeria. European Journal of Business and Innovation Research , 5 , 1576–1580.

Ghozali, I. (2013). Multivariate Analysis Application with the IBM SPSS 21 Update PLS

Regression Program . Diponegoro University Publishing Agency.

Haryati, E., & Sibarani, JD (2015). The Effect of Training on Employee Work Productivity at PT PP. London Sumatra Indonesia , Tbk Medan. Business Administration , 04 (2), 32–58.

Manafe, YA, & Fanggidae, RE (2017). The Influence of Job Satisfaction and Work Motivation on Employee Commitment. Psychology: Journal of Psychological Thought and Research , 11 (3), 123–128.

Muayyad, DM, & Gawi, AIO (2017). The Influence of Job Satisfaction on the Work Productivity of Sharia Bank X Regional Office Employees II. Journal of Services Management and Marketing , 9 (1), 75.

Pawastri, N., Istiatin, I., & Kustiah, E. (2018). The Influence of Training, Rewards, and Job Satisfaction on Employee Work Productivity at Pt Kusumahadi Santosa Karanganyar. Journal of Management and Finance , 7 (1), 73–81.

Purwanto, AB, & Wulandari, O. (2016). The Influence of Motivation, Compensation and Work Environment on Employee Work Productivity. Business & Management Bulletin , 2 (1), 9–26.

Rahman, M. (2017). Administrative Science . CV. Legitimate Media.

Rivai, Veithzal . (2009). Human Resource Management for Companies From Theory to Practice . Raja Grafindo Persada.

Sabena, A., Harahap, RH, & Tarigan, U. (2016). The Influence of Work Motivation and Job Satisfaction towards Increasing Employee Productivity. Adm Journal , 6 (2), 137–146.

Safriandi, F., & Aginta, Windy. (2016). Employee Work Productivity at PT. Platina Mulia Abadi Medan .

Sugiyono. (2017). Quantitative, Qualitative and R&D Research Methods . Alphabet PT.

Sumajow, E.N., Tewal, B., & Lumintang, G.G. (2018). The Influence of Job Characteristics, Work Environment and Work Discipline on Employee Work Productivity at the Regional Education Office of North Sulawesi Province. EMBA Journal: Journal of Economics, Management, Business And Accounting Research , 6 (4), 3513–3522.