



THE INFLUENCE OF COMPETENCE, COMPENSATION, AND WORK ENVIRONMENT ON PRODUCTIVITY MEDIATED BY EMPLOYEE WORK MOTIVATION AT PT MITRA TSALASA JAYA, SOUTH TANGERANG

PENGARUH KOMPETENSI, KOMPENSASI, DAN LINGKUNGAN KERJA TERHADAP PRODUKTIVITAS YANG DIMEDIASI OLEH MOTIVASI KERJA KARYAWAN DI PT MITRA TSALASA JAYA, TANGERANG SELATAN

Helen Syerah

Universitas Pamulang, Email : helensyerah@gmail.com

*email koresponden: helensyerah@gmail.com

DOI: <https://doi.org/10.62567/micjo.v3i3.2823>

Abstract

This study aims to analyze the influence of competence, compensation, and work environment on employee productivity through work motivation as a mediating variable at PT Mitra Tsalasa Jaya, South Tangerang. Employee productivity is a key indicator of a company's success, which is influenced by individual capabilities, performance rewards, and a supportive work environment. This research employed a quantitative method with a survey approach. Data were collected through questionnaires distributed to 120 respondents, who are permanent employees of PT Mitra Tsalasa Jaya. The data were analyzed using path analysis to examine both direct and indirect relationships among the studied variables. The results showed that competence, compensation, and work environment have a positive and significant effect on work motivation. Furthermore, work motivation has a positive and significant effect on employee productivity. In addition, work motivation significantly mediates the influence of competence, compensation, and work environment on productivity. Therefore, the study concludes that improving employee competence, providing fair and appropriate compensation, and creating a conducive work environment can enhance employee motivation, which ultimately leads to higher productivity at PT Mitra Tsalasa Jaya.

Keywords : Competence, Compensation, Work Environment, Work Motivation, Employee Productivity.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi, kompensasi, dan lingkungan kerja terhadap produktivitas karyawan melalui motivasi kerja sebagai variabel mediasi di PT Mitra Tsalasa Jaya, Tangerang Selatan. Produktivitas karyawan merupakan indikator kunci keberhasilan perusahaan,



yang dipengaruhi oleh kemampuan individu, penghargaan kinerja, dan lingkungan kerja yang mendukung. Penelitian ini menggunakan metode kuantitatif dengan pendekatan survei. Data dikumpulkan melalui kuesioner yang dibagikan kepada 120 responden, yang merupakan karyawan tetap PT Mitra Tsalasa Jaya. Data dianalisis menggunakan analisis jalur untuk menguji hubungan langsung dan tidak langsung antar variabel yang diteliti. Hasil penelitian menunjukkan bahwa kompetensi, kompensasi, dan lingkungan kerja memiliki pengaruh positif dan signifikan terhadap motivasi kerja. Selanjutnya, motivasi kerja memiliki pengaruh positif dan signifikan terhadap produktivitas karyawan. Selain itu, motivasi kerja secara signifikan memediasi pengaruh kompetensi, kompensasi, dan lingkungan kerja terhadap produktivitas. Oleh karena itu, penelitian ini menyimpulkan bahwa peningkatan kompetensi karyawan, pemberian kompensasi yang adil dan sesuai, serta penciptaan lingkungan kerja yang kondusif dapat meningkatkan motivasi karyawan, yang pada akhirnya mengarah pada produktivitas yang lebih tinggi di PT Mitra Tsalasa Jaya.

Kata Kunci : Kompetensi, Kompensasi, Lingkungan Kerja, Motivasi Kerja, Produktivitas Karyawan.

1. INTRODUCTION

Human resource management is pivotal in creating a productive and highly competitive work environment. An organization's success in achieving its strategic goals relies heavily on the ability of human resource management to manage, develop, and optimize the potential of every individual within the organization. Since individuals inherently possess varying skill levels, talent management strategies cannot be easily standardized or implemented. Consequently, the implementation of Human Resource Development (HRD) requires stakeholder involvement (Mubarok, 2021). High levels of employee productivity serve as an indicator of successful human resource management in managing and developing individual potential in the workplace. In an increasingly competitive era, companies are required to sustainably boost productivity by addressing the various factors that influence employee performance. This applies equally to PT Mitra Tsalasa Jaya, a company operating in the chemical raw materials sector that relies heavily on employee contributions to maintain its market competitiveness.

Competence is considered a key factor significantly influencing employee productivity. It encompasses the abilities, knowledge, and skills employees possess to carry out their tasks and responsibilities. Highly competent employees are better equipped to complete their work effectively and efficiently, thereby contributing to increased company productivity. Another equally important factor in boosting productivity is work motivation. Work motivation acts as an internal or external drive that influences employee behavior in achieving goals. Highly motivated employees tend to be more enthusiastic, proactive, and committed to their work. Consequently, work motivation can serve as a mediating factor linking competence, compensation, and the work environment to employee productivity. Companies are required to continuously enhance their competitiveness to meet the challenges of globalization and dynamic market changes. A crucial aspect that significantly impacts a company's success is the productivity of its human resources.

As a company engaged in manufacturing and distribution, PT Mitra Tsalasa Jaya recognizes that employee productivity is a key factor in achieving operational and strategic targets. However, in reality, the company still faces various challenges that impact employee productivity levels. Preliminary observations and internal company reports indicate that some employees exhibit suboptimal work performance, delays in task completion, and a lack of initiative in resolving workplace issues. These issues appear linked to several internal factors, such as uneven competency levels, compensation perceived as disproportionate to the workload, and a work environment that does not sufficiently support comfort and efficiency. Employee competency encompassing knowledge, skills, and work attitude—critically determines how individuals carry out their duties and responsibilities. A lack of training or human resource development can directly affect the quality and quantity of output. Furthermore, a compensation system that lacks competitiveness can diminish work



motivation, as employees may feel undervalued for their contributions. An uncondusive work environment characterized by inadequate facilities, disharmonious relationships among colleagues, or a lack of supervisory support further exacerbates the situation. Work motivation serves as a crucial variable linking the aforementioned factors to productivity; even a highly competent employee will not perform optimally without sufficient motivation. Therefore, a deeper analysis is required to determine the extent to which competency, compensation, and the work environment influence work productivity.

Through motivation as an intervening variable. This research aims to provide PT Mitra Tsalasa Jaya with a clear understanding of the factors requiring improvement to boost overall employee productivity and to help formulate appropriate, sustainable human resource development strategies. However, preliminary observations at PT Mitra Tsalasa Jaya indicate that employee productivity has not yet reached the expected level. Several issues have emerged, including a lack of competence among some employees, compensation perceived as not commensurate with contributions, and a work environment that does not fully support workplace comfort. These factors are believed to be influencing work motivation. Based on this background, this study aims to analyze the influence of competence, compensation, and the work environment on the productivity of PT Mitra Tsalasa Jaya employees, mediated by work motivation.

Compensation is one of the most influential motivational factors affecting employee performance. It encompasses all forms of rewards provided by a company to its employees in return for their dedication and contributions to the organization (Saleh, 2024). Compensation is one of the most influential motivational factors regarding employee performance within an organization. It serves not only as a reward for work outcomes but also as a form of recognition for an employee's dedication, loyalty, and contribution to the achievement of company goals. Creating a positive work environment fosters a comfortable and pleasant atmosphere, encouraging employees to approach their tasks with greater enthusiasm. According to Rahmat et al. (2023), the work environment encompasses the surroundings that influence an employee in the performance of their assigned duties—factors such as temperature, humidity, ventilation, lighting, noise levels, workplace cleanliness, and the adequacy of work equipment.

According to Lubis (2020), employees with a certain tenure tend to exhibit varying levels of motivation, influenced by factors such as work experience, satisfaction with the work environment, and past achievements. Therefore, an effective leader must understand the characteristics, needs, and internal drives of each subordinate to provide targeted motivation. Providing appropriate motivation not only boosts an individual's morale but also fosters a sense of responsibility, loyalty, and commitment to the organization. In this context, work motivation can be defined as the driving force that sparks an individual's spirit and enthusiasm to perform optimally, thereby influencing their surroundings and mobilizing their full potential to achieve shared goals.

2. RESEARCH METHOD

This study was conducted at PT Mitra Tsalasa Jaya, located at Edu Center Building, 2nd Floor, Unit 22361, BSD City, South Tangerang, Banten, Indonesia. The research was carried out over a three-month period, consisting of three main stages: research preparation (proposal development, administrative approval, and proposal examination), data collection and analysis (questionnaire distribution, data processing, verification, and analysis), and the final stage, which included report writing, thesis examination, and revision based on the examination results.

The study employed a quantitative research approach to examine the effects of competency, compensation, and work environment on employee productivity, with work motivation serving as an intervening variable. A saturated sampling technique (census sampling) was applied because the entire population consisted of only 120 employees of PT Mitra Tsalasa Jaya. Consequently, all employees participated as research respondents, ensuring complete population representation.



Primary data were collected through structured questionnaires using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5), while secondary data were obtained from company records related to employee productivity and compensation. The research variables included competency, compensation, work environment, work motivation, and employee productivity, each measured using established indicators adapted from previous studies.

Data analysis was conducted using SmartPLS software. The analysis began with descriptive statistics to summarize respondents' characteristics and variable distributions. The measurement model (outer model) was then evaluated through validity and reliability testing, including convergent validity, Average Variance Extracted (AVE), and reliability coefficients. Subsequently, the structural model (inner model) was assessed using path analysis to examine both direct and indirect relationships among variables. Hypothesis testing was performed using path coefficients, t-tests, and the coefficient of determination (R^2) to evaluate the significance and explanatory power of the proposed model.

Furthermore, mediation analysis was conducted to determine whether work motivation mediated the relationships between competency, compensation, work environment, and employee productivity. The mediation effect was evaluated by comparing direct and indirect effects. In addition, model fit was assessed using several goodness-of-fit indices, including Chi-square, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), and Tucker–Lewis Index (TLI), to ensure that the proposed structural model adequately represented the observed data.

3. RESULT AND DISCUSSION

PT Mitra Tsalasa Jaya, established in 2007, is an Indonesian distribution company specializing in mineral salts and trace elements for industrial applications. The company has built a strong reputation by providing high-quality products through strategic international partnerships while maintaining reliable supply and customer-oriented services. This organizational context provides an appropriate setting for examining the relationships among employee competency, compensation, work environment, work motivation, and productivity.

The study involved 120 employees selected using a saturated sampling technique, in which the entire population participated as respondents. The demographic profile indicates that the workforce was predominantly male (80 respondents or 66.7%), while female employees accounted for 40 respondents (33.3%). Most respondents were between 25 and 35 years old (68 respondents), suggesting that the company is largely composed of employees in their productive working age. In terms of work experience, the largest proportion of employees had worked for four to six years (48 respondents), indicating a relatively experienced workforce. Regarding educational background, most respondents held a bachelor's degree (77 respondents), followed by senior high school graduates (26 respondents) and master's degree holders (17 respondents). These characteristics suggest that the respondents possess sufficient educational qualifications and professional experience to provide reliable assessments of the organizational conditions.

The descriptive analysis demonstrates that employees perceived their competency positively, with an overall mean score of 3.688, categorized as "good." Among the competency dimensions, the skill indicator obtained the highest average score (3.74), followed by ability (3.71) and knowledge (3.60). These findings indicate that employees believe they possess adequate technical skills, knowledge, and adaptive capabilities to perform their assigned responsibilities effectively. The relatively balanced scores across all competency dimensions suggest that PT Mitra Tsalasa Jaya has developed a workforce with sufficient professional qualifications to support organizational performance.

Employee perceptions of compensation were also favorable, with an overall mean score of 3.79. Wage (3.84) and facilities (3.83) received the highest evaluations, while incentives (3.75) and benefits (3.77) were similarly rated within the good category. These results indicate that employees generally consider the company's compensation system to be fair and adequate in meeting their financial and professional needs. Appropriate compensation is likely to strengthen employees' commitment,



improve job satisfaction, and encourage greater work engagement, all of which are essential for sustaining organizational performance.

The work environment obtained an overall mean score of 3.836, indicating that employees perceived their workplace as supportive and conducive to effective job performance. Among the environmental dimensions, the working atmosphere recorded the highest mean score (4.023), followed by interpersonal relationships (3.895), lighting and workplace temperature (both 3.82). These findings suggest that employees value not only the physical working conditions but also the quality of social interactions within the organization. A positive organizational climate characterized by harmonious relationships and a comfortable working atmosphere can enhance employee well-being, reduce workplace stress, and improve overall productivity.

Work motivation received an overall mean score of 3.893, which also falls within the good category. Achievement (3.93) and self-development (3.91) emerged as the strongest motivational factors, followed by responsibility (3.90) and independence (3.84). These results indicate that employees are intrinsically motivated to improve their competencies, accomplish organizational goals, and continuously develop their professional capabilities. Such motivational characteristics are important because motivated employees generally demonstrate greater persistence, stronger commitment, and higher performance levels in completing their work responsibilities.

Employee productivity achieved the highest overall mean score among all variables (3.905), indicating that respondents perceived their work performance positively. The highest-rated productivity dimension was work methods and daily performance (3.98), followed by quality (3.95), efficiency (3.95), self-development (3.92), work outcomes (3.86), and the ability to perform assigned tasks (3.78). These findings suggest that employees consistently apply effective working methods, maintain high-quality outputs, and utilize available resources efficiently. Such positive perceptions reflect the organization's ability to create conditions that support continuous employee performance improvement.

Overall, the descriptive findings reveal that all research variables—competency, compensation, work environment, work motivation, and employee productivity—were evaluated positively by respondents, with average scores ranging from 3.69 to 3.91 on a five-point Likert scale. These results indicate that employees generally perceive the organizational environment, human resource practices, and their own capabilities as supportive of effective job performance. From a managerial perspective, the findings imply that maintaining employee competencies through continuous training, providing equitable compensation, and fostering a supportive work environment are likely to strengthen employee motivation and contribute to higher productivity. Furthermore, the consistently positive evaluations across all variables provide a solid empirical foundation for subsequent structural model analysis to examine the direct and indirect relationships among the research variables.

4. CONCLUSION

Based on the results of the data processing and analysis conducted in this study on The Influence of Competence, Compensation, and Work Environment on Employee Productivity Through Work Motivation at PT Mitra Tsalasa Jaya, South Tangerang, the following conclusions were drawn:

1. Competence has a positive and significant effect on work motivation, as indicated by a p-value of 0.002 (< 0.05). This finding demonstrates that higher levels of employee competence contribute significantly to increasing employees' motivation in carrying out their duties.
2. Compensation has a positive and significant effect on work motivation, with a p-value of 0.000 (< 0.05). This indicates that better compensation leads to higher levels of employee work motivation.
3. Work environment has a positive and significant effect on work motivation, as evidenced by a p-value of 0.000 (< 0.05). This finding suggests that a more favorable work environment significantly enhances employees' work motivation.



4. Competence has a positive and significant effect on employee productivity, with a p-value of 0.010 (< 0.05). This result confirms that higher competence significantly improves employee productivity.
5. Compensation has a positive and significant effect on employee productivity, as indicated by a p-value of 0.028 (< 0.05). This means that compensation plays an important role in enhancing employee productivity.
6. Work environment has a positive and significant effect on employee productivity. The hypothesis testing produced a p-value of 0.001 (< 0.05), indicating that a favorable work environment contributes significantly to improving employee productivity.
7. Work motivation has a positive and significant effect on employee productivity, with a p-value of 0.002 (< 0.05). This finding indicates that work motivation plays a significant role in promoting higher levels of employee productivity.

5. REFERENCES

- Affandi, A. (2021). *Manajemen Sumber Daya Manusia Strategik*. Banten: Bintang Visitama Publisher.
- Al Sabei, S. L. (2020). Nursing work environment, turnover intention, job burnout, and quality of care: The moderating role of job satisfaction. *Journal of Nursing Scholarship*, 95-104.
- Anggista, G. (2020). *Manajemen Produksi Gula Batu (Studi Kasus Pada Home Industry Riski Dadi Desa Karangpakis, Nusawangu, Cilacap)*. Purwokerto: IAIN Purwokerto.
- Anggrainie, L., Putra, C. I. W., & Fikri, A. W. N. (2025). Pengaruh Motivasi Kerja, Fleksibilitas kerja dan Lingkungan Kerja Terhadap Kinerja Mitra Pengemudi Gojek di Cikarang Barat Kabupaten Bekasi. <https://doi.org/10.69718/i.jesm.v3i1.435>
- Anna Alawiyah, A. (2020). *Manajemen Produksi Pada Homa Industry Jipang Salsa Bila Di Desa Wowo Tamboli Kecamatan Samaturu Kabupaten Kolaka Dalam Perspektif Ekonomi Islam*. Kendari: IAIN Kendari.
- Asrulla, R. M. (2023). Populasi dan Sampling (Kuantitatif), Serta Pemilihan Informan Kunci (Kualitatif) dalam Pendekatan Praktis. *Jurnal Pendidikan Tambusai*, 26320-26332.
- Astutik, M. D., & Subakir. (2023). Pengaruh Kompetensi, Kompensasi dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT Mitra Mulia Makmur Sidoarjo. <http://etheses.iainponoro.go.ac.id/id/eprint/27998>
- Badriyah, K., Syahputra, E., & Dewi, A. S. (2022). Pengaruh Kompetensi, Teamwork, Dan Lingkungan Kerja Terhadap Kinerja Karyawan di Koperasi Mekar PT Gudang Garam Tbk, Kediri. <https://doi.org/10.51903/j.urnalmahasiswa.v4i3.389>
- Baiti, K. N. (2020). Produktivitas Kerja Karyawan Ditinjau dari Motivasi, Disiplin Kerja dan Lingkungan Kerja pada PT. Iskandar Indah Printing Textile Surakarta. *Edunomika*, 69-87.
- Basori, M. A. N., Prahawan, W., & Daenulhay. (2016). Pengaruh Kompetensi Karyawan dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja Sebagai Variabel Intervening (Studi pada PT Krakatau Bandar Samudra). <http://dx.doi.org/10.48181/jrbmt.v1i2.3149>
- Budi, H. R. (2021). *Dasar Manajemen Bisnis. Yayasan cendekia Mulai Mandiri*. Budiadnyani, N. P. (2020). Pengaruh Kompensasi Manajemen Pada Penghindaran Pajak Dengan Kepemilikan Institusional Sebagai Variabel Pemoderasi. *Jurnal Ilmiah Akuntansi dan Bisnis*, Vol. 5, Issue 1.
- Caesya Noor Avissa, H. I. (2022). Strategi Manajemen Sumber Daya Manusia Islami Dalam Meningkatkan Produktivitas Kinerja Karyawan di Koperasi Syariah 212 Sentul. *Jurnal Kajian Ekonomi dan Bisnis Islam*, 115-128.
- Dunggio, M., Sukatmadjaya, A., & Habib, M. (2021). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan Pada PT Ata Internasional Industri. <https://jurnal.uia.ac.id/index.php/Kinerja/issue/view/130>



- Efendi, I., & Widiyanto, G. (2022). Pengaruh Pemberian Kompensasi, Lingkungan Kerja, dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan Pada Bagian Produksi Pada PT. Baru Baru Sepatu. <https://jurnal.ubd.ac.id/index.php/pros>
- Handoko, T. H. (2020). *Manajemen*. Yogyakarta: Bpfee-Yogyakarta.
- Havaei, F. A. (2020). The impact of workplace violence on medical-surgical nurses' health outcome: A moderated mediation model of work environment conditions and burnout using secondary data. *International Journal of Nursing Studies*.
- Indrastuti, S. (2021). Pengaruh Kepribadian terhadap Kinerja Karyawan dengan Variabel Intervening Kompetensi Karyawan Pada Mutiara Merdeka Hotel Pekanbaru. *Jurnal Ekonomi Kiat*, 98-107.
- Iqbal, A. A. (2021). *Manajemen Sumber Daya Manusia*. Insania.
- Irawan, A., Semmalia, B., & Mapparenta. (2021). Pengaruh Kompetensi, Kompensasi, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Tiran Group Makassar. <https://doi.org/10.52103/j tk.v8i2.726>
- Irawan, N. I. O., Burhan, H., & Hasan, A. (2023). Pengaruh Lingkungan Kerja dan Motivasi Kerja Terhadap Produktivitas Karyawan Pada PT Suracojaya Abadimotor Cabang Maros. <https://doi.org/10.3 7531/yum.v6i3.6319>
- Juianti, D., Sakarina, S., & Melvani, F. N. (2024). Pengaruh Kompetensi dan Lingkungan Kerja Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Intervening Pada PT Permata Muara Enim. : <https://doi.org/10.5 1877/mnjm.v7i2.383>
- Kirana, K. &. (2021). Pengaruh Kepemimpinan, Kompensasi dan Motivasi Kerja Terhadap Kinerja Karyawan PT. JAK. *Jenius (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 285.
- Lubis, S. H. (2020). Pengaruh Disiplin Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan PT. Tiki Jalur Nugraha Eka kurir. *Jurnal Abdi Ilmu*, 84-92.
- Malayu, S. (2022). *Manajemen Sumber Daya Manusia (Edisi Revisi)*. Jakarta: PT Bumi Aksara.
- Mardiana, I., Kasmir, & Safuan. (T.thn). Pengaruh Kompetensi, Kompensasi Terhadap Kinerja Melalui Motivasi Karyawan SIMPro PT. Solusi Inti Multiteknik. <https://doi.org/10.36778/jesya.v4i1.291>
- Mubarok, R. (2021). Pengembangan Manajemen Sumber Daya Manusia di Lembaga Pendidikan Islam. *Al-Fahim: Jurnal Manajemen Pendidikan Islam*, 1-16.
- Mudayana, F. I., & Suryoko, S. (2016). Pengaruh Kompetensi, Kompensasi, dan Lingkungan Kerja terhadap Kinerja Karyawan melalui Motivasi Kerja Sebagai Variabel Intervening (Studi Kasus pada Karyawan Bagian Produksi PT. Sai Apparel Industries Semarang). <https://doi.org/10.14710/jiab.2016.1042>
- Nur Dina Kamilia, R. A. (2024). Mengoptimalkan Potensi: Pendekatan Teoritis Dan Praktis Dalam. *SAMMAJIVA: Jurnal Penelitian Bisnis dan Manajemen*, 167- 176.
- Nurwati, S. (2021). Determinasi Kepuasan Kerja dan Kinerja Pegawai : Kompensasi dan Lingkungan Kerja (Suatu Kajian Studi Literatur Manajemen Sumber Daya Manusia. *JIHHP (Jurnal Ilmu Hukum Humaniora dan Politik)*, 1-30.
- Pramiswari, A. I., Setianingsih, W. E., & Wibowo, Y. G. (2022). Pengaruh Kompensasi, Motivasi, dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan PT. Industri Gula Glenmore Banyuwangi. <https://repository.unmuhj ember.ac.id/13724/10/Art ikel.pdf>
- Pramono, R. (2021). *Psikologi Motivasi: Teori dan Aplikasi di Lingkungan Kerja*. PT Remaja Rosdakarya.
- Putra, A. (2020). *Kompetensi Sumber Daya Manusia*. Jakarta: Visual Publish. Rahayu, S. &. (2022). Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Bagian Produksi Pada Pt. Aisan Nasmoco Industri Di Cikarang, Jawa Barat. *JIMEN Jurnal Inovatif Mahasiswa Manajemen*, 176-187.
- Saleh, M. (2024). Review Literatur Kompensasi dalam Pengelolaan Sumberdaya Manusia. *Jurnal Ekonomi Trisakti*, 819-826.
- Sari, A. W., Yuningsih, E., & Kartini, T. (2023). Pengaruh Kompetensi dan Budaya Organisasi



- Terhadap Produktivitas Kerja Karyawan Melalui Motivasi Kerja Pada PT Union Teenika.
<https://doi.org/10.47861/sammajiva.v1i2.432>
- Sutrisno, E. (2020). Manajemen Sumber Daya Manusia. *Kencana Pranada Media Group*.
- Uyun, N. (2021). *Manajemen Sumber Daya Manusia (Pengantar Manajemen)*. Makassar: Universitas Islam Negeri Alauddin Makassar.
- Werdiningsih, W. (2021). Manajemen Sumber Daya Manusia dalam Meningkatkan Kompetensi Guru Melaksanakan Pembelajaran Daring. *Southeast Asian Journal of Islamic Education Management*, 113-124.
- Widyandari, A. P. (2022). Pengaruh Kemampuan Kerja, Motivasi Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. BPR Santi Pala. *Jurnal Values*, 79-85.
- Yandi, A. (2022). Literature Review Model Produktivitas Karyawan : Motivasi, Lingkungan Kerja, dan Kompensasi. *JIM (Jurnal Ilmu Multidisiplin)*, 23-32.
- Yuliandari, N. K., Bagia, I. W., & Suwendra, I. W. (2018). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan Bagian Loster UD Yuri Desa Pangkung Buluh Kecamatan Melaya Kabupaten Jembrana. <https://doi.org/10.23887/bjm.v4i2.22003>