

Work Environment, Compensation, and Job Satisfaction on Employee Productivity at PT Hakamindo Petro Chem

Vina Nur Diana Safitri ¹, Joni Hendra ^{2*}, Agustina Pujiastuti ³
Fakultas Ekonomi dan Bisnis, Universitas Panca Marga ¹²³
Email : jonihendra@upm.ac.id ^{2*}

ABSTRACT

Companies in the heavy operational sector must ensure their workers reach daily production targets effectively. This study aims to analyze the effect of work environment, compensation, and job satisfaction on employee productivity at PT Hakamindo Petro Chem in Probolinggo Regency. We applied a quantitative approach to test our research framework. We collected primary data by distributing printed questionnaires directly to all workers at the operational site. We analyzed the respondent answers using a partial least squares statistical tool. Our data processing results show that a safe physical workplace condition gives a positive and significant effect on daily employee output. We also find that providing fair financial rewards significantly encourages the workers to work harder. Employees who feel satisfied with their jobs prove to show a much better task completion rate. We conclude that maintaining workspace facilities, giving proper salaries, and keeping a positive emotional atmosphere are highly effective operational steps to optimize the daily performance results of the company.

Keywords: Work Environment, Compensation, Job Satisfaction, Employee Productivity, Human Resources

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1. INTRODUCTION

In the current era of globalization, human resources play a very crucial role in driving the success of any business. Every company operates with a clear goal to survive in the market and generate maximum profit. To achieve this expected profit, the business truly depends on how well its employees perform their daily duties. Having good equipment means nothing if the workers fail to produce the targeted results. A high level of daily output reflects that an organization successfully uses its time, energy, and materials without wasting anything.

We observe this exact situation clearly at PT Hakamindo Petro Chem in Probolinggo Regency, a company operating in the transport and bulk filling of LPG. Recently, there is a visible decline in the labor output at this facility, meaning the company struggles to maximize its daily targets. To solve this problem, the management must encourage the workers by looking at several daily factors that shape their performance. Giving proper financial rewards, ensuring the workers feel happy, and creating a supportive physical space are the main keys the company needs to evaluate. These elements are strongly tied to how much output the employees can actually generate every day.

Literature Review and Previous Research. The Work Environment refers to everything present around the workers that can affect their physical and mental state while completing assigned tasks (Afandi, 2018; Dita, Yatinigrum, & Rustianawati, 2023). We evaluate this variable using practical indicators such as the lighting, air circulation, noise levels, unpleasant odors, and the general security of the location (Soelistya, Desembrianita, & Tafrihi, 2021). Previous studies by Puspitaningrum and Sudarsi (2024) and Safitri and Suryana (2024) confirm that a comfortable physical setting helps employees maintain their focus, which directly improves their daily output.

Compensation represents all forms of income, whether given as direct cash or indirect rewards, that employees receive in exchange for the services provided to the business (Afandi, 2018; Arifa, Ngatimun, & Hudzafidah, 2024; Putri, Elly, & Hermanto, 2024). We measure this variable by looking at the basic wages, incentives, regular allowances, and facilities provided by the management (Putri, Elly, & Hermanto, 2024). Previous research by Alam and Sarpan (2024) and Sari and Wulandari (2024) shows that fair financial rewards naturally raise motivation, making workers produce much better results.

Job Satisfaction represents the positive feeling of an employee when their daily expectations match the actual financial and non-financial rewards they get from their work (Indrasari, 2017; Sari & Elmas, 2024; Febrianto, Suharsono, & Priantono, 2023). We measure this emotional state using specific indicators like the nature of the work, the fairness of the wage, the supervisor's attitude, and relationships with coworkers (Afandi, 2018). Previous research by Zaelani, Wijaya, and Sudaryo (2024) and Said, Rumawas, and Asaloei (n.d.) proves that emotionally fulfilled employees voluntarily give their best effort, significantly increasing their total output.

Work Productivity acts as our main focus, defined as a measure of productive efficiency by comparing actual outputs produced against the resources used (Sutrisno, 2020). We evaluate the employees' productivity using indicators such as strong determination, high work enthusiasm, persistence in doing tasks, seriousness in reaching targets, and the actual impact of work results (Harras, Sugiarti, & Wahyudi, 2020). Previous studies agree that when a company successfully manages its human resources, the workers naturally optimize their time and energy to reach the desired production capacity.

Gap Analysis and Novelty Statement. Even though many researchers have discussed human resources management, a clear research gap exists regarding how physical labor in specific heavy industries reacts to environmental factors. Most previous studies only look at office workers or people who sit at their desks all day. They rarely examine field workers or operational staff in high-risk industries like LPG bulk filling stations. Workers who deal with hazardous materials face very different daily pressures compared to regular administrative staff. The specific factors making them work faster or slower in such dangerous environments are not fully captured in the existing literature.

Our study offers novelty by specifically focusing on the operational workers at PT Hakamindo Petro Chem in Probolinggo Regency. We combine the Work Environment, Compensation, and Job Satisfaction into a single comprehensive model to see their direct effect on Work Productivity in this highly unique setting. This context provides practical data reflecting the real daily struggles of workers handling dangerous gas products. By doing this, we provide new practical guidelines for local industrial managers on how to treat their physical workers better to get the maximum output safely.

Research Objectives. The main objective of our study is to identify and analyze the specific factors influencing how well employees perform their duties. First, we aim to determine the direct effect of the Work Environment on the Work Productivity of the employees at PT Hakamindo Petro Chem. Second, we want to analyze how the given Compensation affects their total Work



Productivity. Finally, we seek to understand the direct impact of Job Satisfaction on their overall Work Productivity. Answering these questions helps us give the company practical advice to solve their declining output issue.

Hypothesis. Based on our literature review and observation of the real situation at the company, we formulate three main hypotheses to guide our data analysis. We suspect that the Work Environment has a positive and significant effect on the Work Productivity of the employees. We also hypothesize that the Compensation provided by the company gives a positive and significant impact on their Work Productivity. Lastly, we believe that Job Satisfaction plays a major role and has a positive and significant effect on the employees' Work Productivity at the company.

2. METHOD

We designed this study using a quantitative research method with a causal associative approach because our main goal is to clearly measure and explain the cause-and-effect relationships between our variables (Elmas et al., 2026; Rahmansyah et al., 2021, 2022). Specifically, we want to understand how the Work Environment, Compensation, and Job Satisfaction directly affect the Work Productivity of the employees. We conducted this research at PT Hakamindo Petro Chem in Probolinggo Regency. When we looked at the population, we found that there are exactly 46 employees working in the company. Because this total number of employees is relatively small and very manageable for us to observe, we decided not to take a random portion of the group. Instead, we used a saturated sampling technique, which means we included every single one of the 46 employees to be part of our final sample (Sujarweni, 2024). We chose this specific sampling method to ensure that our data truly captures the complete and real conditions inside the company without missing any valuable perspectives from the workers. To gather all the necessary information, we collected both primary and secondary data. We collected the primary data directly from the workers by distributing structured questionnaires. We asked the respondents to read the statements and share their honest opinions regarding their daily Work Environment, the Compensation they receive, their personal Job Satisfaction, and their overall Work Productivity. We measured their responses using a standard Likert scale so we could easily convert their subjective feelings into objective numbers for our calculations (Sugiyono, 2022). We also gathered secondary data by looking at the company's internal documentation to support the answers from our questionnaires (Sugiyono, 2022). After we gathered all the filled forms from the 46 respondents, we moved on to the data analysis phase. We processed the numerical data using the SmartPLS 4 software (Dhany & Rahmansyah, 2022; Hudzafidah, Dhany, et al., 2023; Rahmansyah, Hudzafidah, et al., 2024). In our process, we first evaluated the outer model by running convergent validity, discriminant validity, and reliability tests to make sure our questionnaire items were accurate and consistent (Dhany et al., 2025; Hudzafidah, Rahmansyah, et al., 2023; Rahmansyah, Dhany, et al., 2024; Rahmansyah & Dhany, 2023). Once we proved our data was trustworthy, we evaluated the inner model and finally performed hypothesis testing to find out the actual impact of the Work Environment, Compensation, and Job Satisfaction on the employees' Work Productivity.

3. RESULTS AND DISCUSSION

RESULTS

Table 1. Outer Loading Test Results

Statement	(X1)	(X2)	(X3)	(Y)	Requirement	Status
1	0.816	0.928	0.938	0.949	> 0.7	Valid



Statement	(X1)	(X2)	(X3)	(Y)	Requirement	Status
2	0.916	0.951	0.936	0.941	> 0.7	Valid
3	0.895	0.930	0.909	0.938	> 0.7	Valid
4	0.913	0.917	0.915	0.969	> 0.7	Valid
5	0.832			0.783	> 0.7	Valid

Table 1 presents the outer loading results used to test the validity of every indicator in our variables. Our data shows that the outer loading values for all indicators across Work Environment, Compensation, Job Satisfaction, and Work Productivity range from 0.783 to 0.969. Because every single item scores well above the required threshold of 0.7, we can conclude that all indicators in our research instrument are valid and appropriate for measuring the variables in this study.

Table 2. Average Variance Extracted (AVE) Test Results

Variables	AVE	Requirement	Status
Work Environment (X1)	0.766	> 0.5	Valid
Compensation (X2)	0.867	> 0.5	Valid
Job Satisfaction (X3)	0.864	> 0.5	Valid
Work Productivity (Y)	0.844	> 0.5	Valid

Table 2 displays the Average Variance Extracted results for our research variables. The data reveals that Work Environment has an AVE value of 0.766, Compensation has 0.867, Job Satisfaction has 0.864, and Work Productivity has 0.844. Since all of these values are strictly greater than the standard minimum of 0.5, we confirm that all variables in our study meet the requirement for satisfactory convergent validity.

Table 3. Discriminant Validity Test Results

Variables	(X1)	(X2)	(X3)	(Y)
Work Environment (X1)	0.875			
Compensation (X2)	0.233	0.931		
Job Satisfaction (X3)	0.840	0.227	0.924	
Work Productivity (Y)	0.873	0.355	0.826	0.919

Table 3 shows the discriminant validity test results for our model. We can see that the diagonal values representing the square root of the AVE for each variable—which are 0.875 for Work Environment, 0.931 for Compensation, 0.924 for Job Satisfaction, and 0.919 for Work Productivity—are clearly higher than their correlations with any other variables in the same columns or rows. This condition indicates that our variables possess good discriminant validity and measure truly distinct concepts.

Table 4. Cronbach's Alpha Test Results

Variables	Cronbach's Alpha	Requirement	Status
Work Environment (X1)	0.923	> 0.7	Valid
Compensation (X2)	0.949	> 0.7	Valid
Job Satisfaction (X3)	0.943	> 0.7	Valid
Work Productivity (Y)	0.954	> 0.7	Valid

Table 4 presents the Cronbach's alpha values which we use to measure the reliability of our variables. Our results show that Work Environment scores 0.923, Compensation scores 0.949, Job Satisfaction scores 0.943, and Work Productivity scores 0.954. Because all of these numbers are well above the 0.7 standard, we can state that the respondents' answers are highly consistent and our instrument is reliable for gathering data.



Table 5. Composite Reliability Test Results

Variables	Composite Reliability	Requirement	Status
Work Environment (X1)	0.924	> 0.7	Valid
Compensation (X2)	0.963	> 0.7	Valid
Job Satisfaction (X3)	0.959	> 0.7	Valid
Work Productivity (Y)	0.964	> 0.7	Valid

Table 5 details the composite reliability test results to further confirm the consistency of our measurement model. The data indicates that Work Environment has a composite reliability value of 0.924, Compensation has 0.963, Job Satisfaction has 0.959, and Work Productivity has 0.964. Since all these values clearly exceed the required threshold of 0.7, we conclude that all variables are highly reliable for the final statistical analysis phase.

Table 6. R-Square Test Results

Variables	Adjusted R-Square	Status
Work Productivity (Y)	0.813	81.3%

Table 6 provides the adjusted R-square test result to show how much our independent variables affect the dependent variable. We find that the adjusted R-square value for Work Productivity is 0.813, which translates to 81.3%. This result means that Work Environment, Compensation, and Job Satisfaction collectively explain 81.3% of the changes in the employees' Work Productivity, while the remaining 18.7% is influenced by other variables not included in this study.

Table 7. Hypothesis Testing Results

Variables	Original Sample (O)	T-Statistic	P-Values	Requirement	Status
X1 -> Y	0.589	3.719	0.000	> 1.96 and < 0.05	Significant Effect
X2 -> Y	0.151	2.455	0.014	> 1.96 and < 0.05	Significant Effect
X3 -> Y	0.296	1.992	0.046	> 1.96 and < 0.05	Significant Effect

Table 7 summarizes the results of our hypothesis testing based on the path analysis output. Our data shows that Work Environment has a positive and significant effect on Work Productivity, with an original sample of 0.589, a t-statistic of 3.719, and a p-value of 0.000. Compensation also positively and significantly affects Work Productivity, indicated by an original sample of 0.151, a t-statistic of 2.455, and a p-value of 0.014. Finally, Job Satisfaction has a positive and significant effect on Work Productivity, showing an original sample of 0.296, a t-statistic of 1.992, and a p-value of 0.046. All three hypotheses are accepted because their t-statistics are greater than 1.96 and their p-values are below 0.05.

DISCUSSION

Work environment is suspected to have a positive and significant effect on employee work productivity. Our statistical test results indicate that the Work Environment has a positive and significant effect on Work Productivity at PT Hakamindo Petro Chem in Probolinggo Regency. We can explain this finding using simple economic logic. Workers who spend their entire day in a physical and demanding job, like filling bulk LPG tanks, need a safe and comfortable space to do their tasks efficiently. When the company provides good lighting, clean air circulation, and a secure operational area, the employees can focus entirely on their jobs without worrying about accidents or health issues. In the real field situation, we see that working with dangerous gases requires high concentration. If the workplace is too noisy, hot, or smells bad, the workers will easily get tired and lose their focus, which directly slows down their daily output. On the other hand, when the management makes sure the temperature is maintained and the safety equipment is complete, the physical burden on the employees decreases. This comfortable setting naturally allows them to



work faster, manage their time better, and reach the daily production targets set by the company without making mistakes. They do not need to take unnecessary breaks due to exhaustion or discomfort. As a result, the total output produced by each worker increases, proving that investing in a good physical workspace is a direct way to boost overall productivity. Employees are simply able to function better when they do not have to fight against a bad environment.

Our findings in the field strongly support the previous research conducted by Puspitaningrum and Sudarsi (2024). Their study confirmed that a supportive work environment plays a very important role in driving employees to perform at their best capacity. In the context of PT Hakamindo Petro Chem, we observe that the workers highly value the safety and cleanliness of their surroundings. Because they handle sensitive materials every day, knowing that their work area is well-maintained gives them a strong sense of peace. This peace of mind is what transforms into actual physical energy and enthusiasm during working hours. When employees feel that the company cares about their daily working conditions, they feel more respected as human beings. This mutual respect builds a solid work ethic where the employees willingly put extra effort into completing their tasks correctly and swiftly. They become more persistent and serious in reaching the company's targets. We conclude that managing the physical and psychological aspects of the work environment is not just an administrative duty, but a core operational strategy that guarantees the workers can maintain high productivity levels every single day. A safe factory floor directly means fewer delays and higher output.

Compensation is suspected to have a positive and significant effect on employee work productivity. Our data analysis shows that Compensation has a positive and significant effect on Work Productivity at PT Hakamindo Petro Chem in Probolinggo Regency. This means that providing fair and adequate financial rewards directly pushes the employees to work harder and produce more output. The economic rationality behind this is very easy to understand. People work mainly to fulfill their daily life needs, support their families, and achieve financial security. When the company pays them a good salary, offers performance incentives, and gives proper allowances, the workers feel that their physical sweat and hard work are truly valued. In a heavy operational job like LPG distribution, the physical energy required is massive. If the workers feel they are underpaid, they will naturally slow down their pace, become lazy, and lose their motivation to reach the company's targets. However, when the compensation is balanced with the heavy workload, the workers experience a fair exchange. They realize that if they work efficiently and meet the production quota, they will bring home enough money. This financial drive makes them highly enthusiastic and persistent. They try their best to avoid making errors and always make sure that every single gas cylinder is filled and distributed on time, which directly spikes the company's overall productivity numbers.

The reality we observed at the company strongly aligns with the previous studies conducted by Sari and Wulandari (2024) and Zaelani, Wijaya, and Sudaryo (2024). Both of these studies clearly stated that fair compensation is a major factor that determines how much effort an employee is willing to give to the organization. At PT Hakamindo Petro Chem, we see that the workers pay close attention to the incentives and benefits provided by the management. When the company offers bonuses for reaching high production levels, the workers actively compete in a healthy way to improve their individual output. They manage their working hours efficiently and try to finish more tasks than usual. The presence of good facilities and allowances also reduces their personal financial stress outside of work. Because their minds are clear from money problems, they can pour all their concentration into their daily duties. We see that compensation does not just act as a monthly routine payment, but as the main engine that keeps the employees moving forward. By maintaining a competitive and fair compensation system, the management successfully ensures that the workers remain loyal, highly motivated, and constantly productive in the long run.

Job satisfaction is suspected to have a positive and significant effect on employee work productivity. Our statistical tests reveal that Job Satisfaction has a positive and significant



effect on Work Productivity at PT Hakamindo Petro Chem in Probolinggo Regency. This finding shows that the emotional state and happiness of the workers play a huge role in determining how much output they can produce. In simple business logic, a happy worker is a productive worker. Job satisfaction happens when an employee feels that their expectations about their work, their supervisors, and their daily routine match the reality they experience at the factory. When the employees enjoy their daily tasks and have a good relationship with their managers and coworkers, they wake up feeling ready and excited to go to work. In the heavy operational environment of an LPG company, teamwork is very crucial. If the workers are unhappy or hold negative feelings toward their bosses, they will not communicate well, which creates errors and slows down the whole distribution process. On the other hand, when they are satisfied with how they are treated, they voluntarily put their maximum effort into their duties. They do not just work because they are forced to, but because they genuinely care about the quality of their work. This positive attitude directly translates into faster completion of tasks, better focus, and a massive increase in the overall daily productivity of the company.

The positive impact of this emotional fulfillment is strongly supported by the previous research conducted by Zaelani, Wijaya, and Sudaryo (2024) and Said, Rumawas, and Asaloei (n.d.). These previous studies proved that job satisfaction acts as a psychological battery that powers the employees to work effectively and efficiently. During our observation at PT Hakamindo Petro Chem, we noticed that workers who feel satisfied with their current position show a very strong determination to achieve the targets. They rarely complain about the heavy physical demands of their job because they feel that the management listens to their needs and treats them fairly. This good feeling creates a strong sense of loyalty and a high spirit to contribute to the company's success. When a problem happens on the factory floor, satisfied employees will quickly take the initiative to fix it instead of ignoring it or waiting for someone else to do it. They show great persistence and seriousness in making sure that the daily production numbers are met. We conclude that building job satisfaction is an essential strategy for the company. By making sure that the workers have a positive emotional connection with their workplace, the company guarantees a smooth operational flow and a consistently high level of labor productivity.

4. CONCLUSION

We conclude that the Work Environment has a positive and significant effect on Work Productivity at PT Hakamindo Petro Chem in Probolinggo Regency. Our results show that Compensation has a positive and significant effect on Work Productivity. We find that Job Satisfaction has a positive and significant effect on Work Productivity. For future research, we suggest adding other independent variables that are not examined in this study to further understand the factors influencing employee productivity.

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