

The Effect of Compensation and Job Satisfaction on Employee Productivity

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ABSTRACT

Employee productivity is very important for companies to win the competition in the industry. Compensation and job satisfaction are supporting factors for employee productivity to produce maximum and quality production. This study intends to decide the impact of compensation and job satisfaction on employee productivity at PT. SEIV Indonesia. In this study, secondary data was used and tests were carried out using the SPSS program to determine the most influential variables. The results of this study demonstrate that: compensation have a positive and critical impact on productivity of employee and jobs satisfaction have a positive and critical impact on productivity of employee. The advice that can be given is that companies need to maintain compensation through employee welfare programs by providing incentives. Companies can improve employee welfare by adding rest room facilities and places of worship that can create job satisfaction and increase employee productivity. Satisfied employees are strongly encouraged to work more productively.

Keywords: Compensation, Consumer Needs, Employee Productivity, Job Satisfaction, Quality Production

INTRODUCTION

In an organization, employees are valuable assets and can be a source of competitive advantage for the company. Competent employees can increase company performance and productivity (Putra, Jodi, & Prayoga, 2019). Productivity has become one of the important aspects of work culture in the organization, employee productivity contributes to the company's ability to win competition in the industry (Abdelwahed & Al Doghan, 2023; Awan & Tahir, 2015; Singh & Chaudhary, 2022). Work productivity is the ability of employees to manufacture products or services required by the organization to accomplish targets. High work productivity will enhance organizational performance, so organizations will look for the greatest approaches to increase employee productivity so as to produce a positive and sustainable effect (Yunus & Ernawati, 2018). As a manufacturing company, success in winning rivalry relies upon their employees for creating productivity, effectiveness, and productivity.

Compensation and job satisfaction are supporting factors for employee productivity to produce maximum and quality production. That is the explanation obvious compensation and job satisfaction is created so that stimulates worker to invest their greatest amounts of energy to create optimal throughput. Compensation and jobs satisfaction are given extraordinary significance with the goal that the workforces can invest their best amounts of energy to produce best outcomes in the association (Awan & Tahir, 2015). Compensation and job satisfaction are important issues for companies and are key factors for solving employee management challenges. If a company has an effective compensation system, employee job satisfaction will be created and will ultimately increase employee productivity (Yen, Chen, & Liu, 2018).

Compensation is a principal part of individual asset that motivates laborers and works on their endurance. Regularly, most employees answer pay raises and advantages with an uplifting perspective and are more useful. Bonuses, profit sharing, overtime pay, recognition bonuses, and sales commissions are all systems of compensation (Adari & Satyanarayana, 2018).

Compensation is the main requirement in human resource management which helps improve employee performance and organizational effectiveness. Compensation is something that can directly or indirectly affect the performance of working members. Various compensation components make employees feel safer working in the organization and help them meet their needs. When someone working in an organization feels secure and satisfied with their job, their performance is much better (Ashika, Mannu, & Ashima, 2020).

Job satisfaction is a combination of emotional and environmental conditions so that a person can say truthfully that they are pleased with their job. Job satisfaction is a responsive reaction to work that is generated by evaluating actual outcomes with estimated results. This is important because it has been proven to provide great benefits for employees and companies. High job satisfaction for employees is an effort to increase life happiness and for companies it is an investment that can improve company performance (Sutanto, Utami, & Diantoro, 2022).

Understanding job satisfaction is a complicated perception and there are various features that can distress the level of job satisfaction including the level of salary and benefits, perceptions of promotion fairness, quality, headship, and social relations. Job satisfaction makes a significant contribution to organizational growth and productivity. Therefore, if the organization can pay more attention to employee job satisfaction which will increase the level of employee productivity (Gomathy, Sree, Prasanna, & Swathi 2022).

This research was conducted based on the findings of production data for 2021 which only reached 76% of the target, even lower than the achievement for 2020. This situation is most likely caused by the execution of the policy of reducing extra work and monthly bonuses after the covid-19 pandemic, accordingly changing employee income. In addition, the relationship with superiors is not good causing employee dissatisfaction at work. This is reflected in the relatively large percentage of employee absences each month around 10%-13% and the motivation behind this research is to reveal what compensation and job satisfaction mean for efficiency among employees at PT SEIV Indonesia.

LITERATURE REVIEW

Employee Productivity

Productivity plays a key role in improving corporate performance. Employee productivity is labor productivity, which can be evaluated by how much work an employee does in a specific time. Basically, it measures or evaluates the output or production of a team or group. Employees will accomplish their goals and fulfill their responsibilities by providing high-quality products (Abdelwahed & Al Dohan, 2023). Employee productivity indicates the degree of efficacy that shows the time expected to perform a specific task. When employees are productive, they often do certain duties more quickly and effectively, however if they are not productive at work, it will take them longer to complete certain jobs, which costs money (Singh & Chaudhary, 2022). However, a shortage of confidence among employees and owners can diminish employee productivity, thereby hampering organizational performance.

Productivity of employee is the capacity of an employee to finish work in a timely and effective manner, as determined by the company, in order to achieve company objectives. Productivity of employee is also defined as the capacity to create goods and services in support of organizational purposes (Fibriadi, Yusuf, & Abduh, 2022; Yunus & Ernawati, 2018).

In competitive environment today, increasing productivity of employee is one of the main corporation goals. Various studies reveal that productivity of employee is related to performance of organizational. Organizational performance will be better if employee productivity increases, so that currently organizations are paying more attention to increasing employee productivity (Abdelwahed & Al Dohan, 2023; Singh & Chaudhary, 2022).

Employee productivity is extremely important for organizations that utilization a great deal of work factors, thusly many organizations really focus, especially in creating employee job satisfaction since it can guarantee the endurance of the organization and with proper treatment it will be possible to increase employee productivity (Purwanti & Sitorus, 2018).

Compensation

Compensations is the reward taken by a worker as a trade-off for his commitment to the association and one of the way used to increase productivity of employee besides that compensation is a major factor that influences how and why people work in organizations and non-organizations (Adari & Satyanarayana, 2018; Runtuwarouw, 2019). Rachmawati & Susilo Martoyo 2017 in Runtuwarouw, 2019 states that paying workers fairly and appropriately may help change attitudes and behaviors that hinder productivity and will motivate workers to do their best job. Compensation has the power to both promote and decrease employee productivity, therefore providing fair compensation can improve employee performance, so this provision must be managed well, so that it can be accepted by both parties.

According to Fibriadi, Yusuf, & Abduh (2022), productivity of employee and remuneration have a substantial and positive link, indicating that if the organization provides good compensation, employee productivity will rise, and if the organization provides poor compensation, employee productivity will fall.

According to Mangale (2017), the affiliation between chief executive and workers of an organization determines productivity of employee. Compensation has great impact on productivity of employee and it is important to comprise employees in proposing incentive strategies to certify reception and assurance of workers to the scheme. Associations ought to consider offering both monetary and non-monetary remuneration compensations to representatives to doubly affect their efficiency.

According to Yamoah (2013), there is a genuinely huge connection among remuneration and efficiency in an association. Compensation is one of the main tools that management has for motivating employees and increasing productivity. This examining study indications that there is a straight consequence between compensation on productivity of employee. This can be accomplished assuming there is straightforwardness in the prize framework and in the event that the prizes or remuneration meet the yearnings of the recipients.

Fibriadi, Yusuf, & Abduh (2022) states that the compensation variable has a significant positive conclusion on employee productivity at Norton Bali Computer and Smartphone that can be interpreted expanding advantage will multiply employee productivity.

Ha1: Compensation (X1) has a positive and significant effect on employee productivity (Y).

Ho1: Compensation (X1) has no significant effect on Employee Productivity (Y).

Job Satisfaction

Job satisfaction expresses how delighted a people is with his job. The more joyful employees are in their positions, the more accomplished they will be. Job satisfaction in an association is controlled by several factors; Working situations have attributes about work such as a calm and relaxed workplace, drying, lighting and temperature, larger, better, and cleaner work space, and office space. These factors have control on employee job satisfaction. When employee satisfaction is provided by the company, they can contribute to employee productivity (Gomathy, Sree, Prasanna, & Swathi 2022; Raziq & Maulabakhsh, 2015).

Job satisfaction is a representation of an entity's personal well-being related to the implementation of assigned work. Job satisfaction defers on the level of intrinsic and extrinsic conclusions and how the job defender views these outcomes. The results will

have different values for each person. The intrinsic element of job satisfaction arises on the inside refereed incentives, namely including aspects such as expertise exploitation and self-sufficiency, while the extrinsic element arises from superficially facilitated rewards, namely including working conditions and salary (Risdayanti & Sandroto, 2020; Runtuwarouw, 2019).

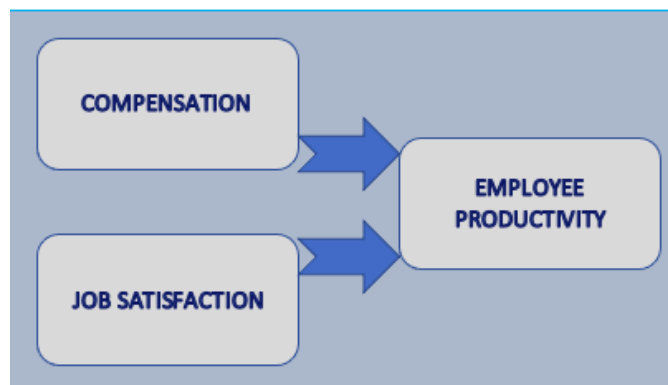
Tentama, Subardjo, Mulasari, & Meilani (2019) states that there is an exceptionally huge positive connection in the University of X Yogyakarta between job satisfaction and employee productivity. The extra rewarded representative is with their work, the more worthwhile they are; on the contrary, the smaller amount satisfied of employee is with their work, the less efficient they are.

Okpo, Nwoyi, Ogar, Arrey, & Nkamare (2021) states that there is a major impact between job satisfaction and productivity of employee. Job satisfaction is related to the factors that influence people to behave in a certain way, job satisfaction is described as goal-directed behavior. Individuals are motivated when they hope that a strategy will encourage responsibility for a goal and valuable rewards that satisfy their needs.

Ha2: There has a positive and significant effect between Job Satisfaction (X2) and productivity of employee (Y)

Ho2: There has no a positive and significant effect between Job Satisfaction (X2) and productivity of employee (Y)

Figure 1. Conceptual Framework



RESEARCH METHOD

The principle of this study is to conclude the correlation or effect between two or more variables using a causal associative approach. The exploration technique utilizes quantitative methods. Data from both primary and secondary sources were used in the study. The core data were collected through the use of a questionnaire, while the minor data were gathered through publications like journals, research papers, magazines, and the internet, among other sources.

The participants in this study were all PT SEIV Indonesia workers in the production division. This study's sample included 92 employees. The selection of research samples was implement using sampling technique a simple random, namely a method of taking samples from members of the population using a random system without paying attention to the levels within the members of the population.

Data collection methods in this research used some procedures as well as interrogates and inquiry form. Data were analyzed using parametric statistical methods using SPSS 18.0 for Windows. Data is also investigated using statistics of descriptive such as frequencies, percentages and means, standard deviations etc. to illuminate the attributes of variables, while statistics of inferential including correlation and regression analysis are used to reveal the correlations among variables. The data analysis techniques exercised in this study were correlation tests, determination tests, regression models and hypothesis testing.

RESULTS

Respondent Characteristics

From 92 respondents, there were 58 men and 34 women which become as a sample, their percentage was 63,04% and 36,94% separately. Respondents came from different age groups, like 42 belong to age group 18-30 years (45,65%), 34 respondents were between 31-40 years (40,22%) and 13 respondents belonged to age group 41-45 years (14,13%). Likewise with their level of education, there were 63 respondents or 68,48% had senior high school, 7 respondents or 7,61% were diploma, 20 respondents or 21,74% were bachelor degree and 2 respondents or 2,17% were master degree.

Age

Table1. Characteristics of Respondents by Age

No	Age	Quantity Respondent	(%)
1	18-30	42	45,65%
2	31-40	37	40,22%
3	41-55	13	14,13%
Total		92	100%

Gender

Table2. Characteristics of Respondents by Gender

No	Gender	Quantity Respondent	(%)
1	Men	58	63,04%
2	Women	34	36,94%
Total		92	100%

Level of Education

Table 3. Characteristics of Respondents by Level of Education

No	Gender	Quantity Respondent	(%)
1	Senior High School	63	68,48%
2	Diploma	7	7,61%
3	Bachelor Degree	20	21,74%
4	Master Degree	2	2,17%
Total		92	92

Descriptive Statistics

Table 4. Descriptive Statistics (N=92)

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Compensation	92	10	40	50	43.73	.275	2.636	6.947
Job Satisfaction	92	12	38	50	44.01	.328	3.150	9.923
Employee Productivity	92	10	40	50	44.35	.295	2.834	8.032
Valid N (listwise)	92							

Prerequisite Test

Normality Test

In view of table 5, the after effects of the compensation, job satisfaction and employee productivity factors are 0.094, 0.087 and 0.081 respectively which have $p > 0.05$ with the goal that every information is ordinarily disseminated, significance there is no distinction between the conveyance of test scores and populace scores. It implies that the examples utilized have addressed the populace.

Table 5. Normality Test

No	Variable	Score-KS	Sig	Explanation
1	Compensation	0.196	0.094	Normal
2	Job Satisfaction	0.126	0.087	Normal
3	Employee Productivity	0.144	0.081	Normal

Linearity Test

According to the linearity test of compensation and employee productivity, the linearity test of Job satisfaction and employee productivity have a relationship produces $F = 7.019$ with a significance of 0.000 ($p < 0.05$) which shows that the unidirectional relationship between the two factors is stated to be straight.

Table 6. Linearity Test

Variable	F	Sig	Criteria	Explanation
Compensation toward Employee Productivity	5.156	5.156	$p < 0.05$	Linear
Job Satisfaction toward Employee Productivity	7.019	7.019	$p < 0.05$	Linear

Multicollinearities Test

Based on table 7 it is known that multicollinearity does not occur in the independent variables of compensation and employee satisfaction, according to the criteria for VIP value < 10 and Tolerance > 0.1 .

Table 7. Multicollinearities Test

Variable	Collinearity Statistics		Criteria	Explanation
	Tolerance	VIF		
Compensation	.544	1.839	VIP<10	No Multicollinearities
Job Satisfaction	.544	1.839	Tolerance>0,1	No Multicollinearities
Dependent Variable: Employee Productivity				

Correlation Test

The correlation coefficient describes the strength and direction of the relationship between variables which aims to study whether there is a relationship between variables the 2 variables observed and estimate the strength of the relationship (Schober, Boer, & Schwarte, 2018).

Table 8. Interpreting a Correlation Coefficient

Absolute Magnitude of the Observed Correlation Coefficient	Interpretation
0.00 – 0.10	Negligible correlation
0.10 – 0.39	Weak correlation
0.40 – 0.69	Moderate correlation
0.70 – 0.89	Strong correlation
0.90 – 1.00	Very strong correlation

Table 9. Correlation Coefficient

Variable	R	R ²	sig	Explanation
Compensation	0,570	57,0	0,000	Moderate Correlation
Job Satisfaction	0,674	67,0	0,000	Moderate Correlation
Dependent Variable: Employee Productivity				

Coefficient of Determinant

The test of coefficient determination is used to determine the ability how the independent variable to explain influence of the dependent variable. The coefficient of determination (R²) is a linear regression model to measure how the dependent variable can be explained by the predictors included in the model. The coefficient of determination is popularly used as a measure of the suitability of the underlying model (Zhang, 2016).

Table 10. Coefficient of Determinant

Variable	R	R ²	Determine
Compensation	0,570	0,325	32,5%
Job Satisfaction	0,674	0,454	45,4%
Dependent Variable: Employee Productivity			

Regression

Analysis of regression is a strong and valuable factual examination system with numerous ramifications in research. Regression analysis allows analysts to portray, anticipate, and gauge connections and reach sensible determinations factors that are interrelated according to whatever is being concentrated on peculiarity (Ali & Younas, 2021).

Table 11. Regression Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.366	3.695		3.617	.000
Compensation	.478	.112	.531	5.120	.000
Job Satisfaction	.227	.093	.212	2.039	.044
a. Dependent Variable: Employee Productivity					

Table 11 displays the regression coefficient values of the independent variables (compensation and job satisfaction) and the constant values of the dependent variable (employee productivity), so that the multiple linear regression calculation is attained as follows.

$$Y = a + bX_1 + bX_2$$

$$Y = 13,366 + 0,478X_1 + 0,227X_2 + \varepsilon$$

Based on these equations, the outcome of compensation and job satisfaction on employee productivity can be illuminated as follows. First, a constant value of 13.366 means that if the independent of variables Compensation (X1) and Job Satisfaction (X2) are 0, then Employee Productivity (Y) is 13.366. Second, $\beta_1 = 0.478$; which means that if the compensation variable (X1) increases, it will result in an increase in employee productivity (Y), assuming the other independent variables are considered constant. A positive value indicates that Compensation (X1) influence of on Productivity of Employee (Y) is unidirectional. Third, $\beta_2 = 0.227$; which implies that if the job satisfaction variable (X2) increases, it will result in an increase in employee productivity (Y), assuming the other independent variables are considered constant. A positive value indicates that Job Satisfaction (X2) influence on Productivity of Employee (Y) is unidirectional.

Hypothesis Test (T Test)

The effect of each independent variable on the dependent variable can be determined using the t test. It is said to have an effect if it has a calculated t value > t table and a significant effect if it has a significance value or Sig. < 0.05.

Hypothesis:

Ha1: Compensation (X1) and employee productivity (Y) has a positive and significant effect

Ho1: Compensation (X1) and employee productivity (Y) has no a positive and significant effect

Ha2: Job Satisfaction (X2) and employee productivity (Y) has a positive and significant effect.

Ho2: Job Satisfaction (X2) and employee productivity (Y) has no a positive and significant effect.

Table 12. T Test Results

Variable	Tvalue	TTable	sig	Explanation
Compensation	6,587	1,98698	0,000	t value > t table Sig. < 0.05. Ha1 = accepted Ho1 = rejected
Job Satisfaction	8,659	1,98698	0,000	t value > t table Sig. < 0.05. Ha2 = accepted Ho2 = rejected

The Effect of Compensation on Employee Productivity

Based on table 12, the test results conclude that Ha1 is accepted and Ho1 is rejected. it is concluded that the compensation variable has a positive effect and significant on employee productivity. This outcome can be pictured from the significance value of 0,000 with a t-statistic value of 6,587. This study in line with research conducted by Yamoah (2013) and Fibriadi, Yusuf, & Abduh (2022).

The Effect of Job Satisfaction on Employee Productivity

Based on table 12, the test results conclude Ha2 is accepted and on the other hands rejected Ho2. It can be concluded that the variable job satisfaction and employee productivity has a positive with significant effect. This result can be seen from the significance value of 0,000 with a t-statistic value of 8,659. This study in line with research conducted by Tentama, Subardjo, Mulasari, and Meilani (2019) and Okpo, Nwoyi, Ogar, Arrey, & Ekpo (2021).

DISCUSSION

The results of the hypothesis testing suggest that the compensation variable exerts a positive and substantial influence on employee efficiency. This implies that any alterations in compensation policies can have a tangible impact on employee productivity. However, when examining the relationship through correlation and determination tests, we find that it is a moderately strong correlation, accounting for only 32.5% of the variance in employee productivity. These findings align with the research conducted by Mangale in 2017, which similarly concluded that the dynamic between top management and employees within an organization plays a pivotal role in determining employee productivity.

Based on these findings, organizations should consider reviewing and potentially revising their compensation policies to ensure that they adequately motivate and reward their employees. This may involve conducting a comprehensive compensation analysis to ensure competitive and fair remuneration, taking into account factors such as market trends, employee skillsets, and performance metrics.

Moreover, the job satisfaction variable also exhibits a noteworthy and statistically significant effect on employee productivity. This indicates that if employees experience dissatisfaction, it can substantially affect their overall productivity. There is a moderate correlation observed between job satisfaction and its impact on employee productivity, explaining 45.4% of the variance. These results are in line with the research conducted by Okpo, Nwoyi, Ogar, Arrey, and Ekpo in 2021, which underscores the significant relationship between job satisfaction and employee productivity.

In light of these findings, organizations should prioritize creating a work environment that fosters job satisfaction. This might involve conducting regular employee satisfaction surveys, addressing employee concerns, and implementing policies that promote work-life balance, professional development, and overall well-being. Employee recognition and engagement programs can also be effective tools in enhancing job satisfaction and, consequently, productivity.

CONCLUSION

Research indicates a robust and statistically significant relationship between compensation and employee productivity. Consequently, the formulation and implementation of compensation policies can exert a considerable impact on employee productivity. Additionally, the variable of job satisfaction has been found to wield a positive and substantial influence on employee productivity. Content and satisfied employees tend to exhibit higher levels of motivation and engagement, resulting in increased productivity and overall job performance.

Furthermore, the variable of job satisfaction emerges as a pivotal factor in enhancing employee productivity. To leverage this finding, companies should prioritize initiatives to boost job satisfaction. This might include fostering a positive work culture, offering flexible work arrangements, and promoting open communication between management and employees. Regular surveys to gauge employee satisfaction and address concerns can be instrumental in achieving these goals.

By addressing compensation and job satisfaction, organizations can create a more productive workforce. Additionally, employee recognition and incentive programs can be tailored to reward exceptional performance and job satisfaction, thereby promoting a culture of motivation and engagement. These combined efforts are likely to yield a substantial increase in overall job performance and productivity.

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DECLARATION OF CONFLICTING INTERESTS

Regarding the publication of this paper, I hereby declare that I have no conflict of interest. To the best of my knowledge and belief, I, the corresponding author, declare, on behalf of all contributing author, that the information in this disclosure is accurate and complete.

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