ABSTRACT
The coffee shop business is a form of business that is quite attractive to entrepreneurs as producers and the wider community as consumers. As is currently busy in the business world, coffee shops are a form of business that is quite attractive to entrepreneurs as producers and for the wider community as consumers. In managing this coffee shop business, coffee shop owners must compete with many other coffee shops, so coffee shop owners must have two good business strategies and innovation and creativity in managing all components that support the running of this coffee shop business. This study aims to determine the effect of Salary and Work-life Balance on Employee Productivity with the mediation of Work Motivation of Coffee Shop Employees. This research was conducted on coffee shop employees who have worked for at least 3 months in Jabodetabek. The sampling method used purposive sampling with a sample size of 170 respondents. The number of statements given to respondents was 17 statement items. The results of this study indicate an insignificant effect on salary with employee productivity, a significant effect on work-life balance on employee productivity, a significant effect of salary on employee work motivation, then a significant effect of work-life balance on employee work motivation , a significant effect of employee work motivation on work-life balance and an insignificant mediating effect on employee work motivation with salary and employee productivity, the mediating effect of employee work motivation with work-life balance and employee productivity.

Keywords: Employee Productivity, Employee Motivation, Work-Life Balance, Salary

INTRODUCTION
Human resources are a production component that is very important for business success. The aim of human resource management is none other than to increase productivity and efficiency and minimize uncertainty or impacts that may arise from operational activities within the company (Febriani et al., 2023; Ghazmahadi et al., 2020; Khasanah et al., 2021; Ramli, 2019b). Like the coffee shop business, it is a form of business that is quite popular with entrepreneurs as producers and the wider community as consumers (Chandra et al., 2019; Mariam et al., 2021; Mariam & Ramli, 2022, 2020; Utama et al., 2020). The development of coffee shops is correlated with the modern lifestyle of young people in urban areas, therefore coffee shop owners are starting to optimize the work capacity of young people, especially many students, to work part time (Mariam et al., 2022; Mariam & Ramli, 2017, 2020; Novarian & Ramli, 2020; Sukarno et al., 2020; Supiati et al., 2021). Productivity is a measure of how well a productive process produces output. Productivity is also the ratio of input to output, where the focus is on process productivity.(Panjaitan, 2018). High employee productivity can be achieved if employees have the desire to develop their skills so that company goals can be realized effectively and efficiently (Dewi & Ramli, 2023; Imran et al., 2020; Mulyadi et al., 2020;
Salary, Productivity, Work-Life Balance and Motivation

Rumaidlany et al., 2022). Like the current business world, coffee shops are a form of business that is quite attractive for entrepreneurs as producers and for the wider community as consumers (Bachtiar et al., 2023; Diatmono et al., 2020; Ramli, 2019c; Ramli & Novariani, 2020; Steven et al., 2023). In managing this coffee shop business, the coffee shop owner has to compete with many other coffee shops, so the coffee shop owner must have two good business strategies and innovation and creativity in managing all the components that support the running of this coffee shop business (Bachtiar et al., 2023; Imarchama, 2022; Mariam et al., 2023; Ramli, 2020; Rizky et al., 2023; Sylvyani & Ramli, 2023; Yunus et al., 2023).

To increase employee productivity, every company tries to maximize the potential of its employees through work motivation (Harahap & Ramli, 2023; Mariam & Ramli, 2023; Meidiyanty et al., 2023; Nurdiansyah et al., 2020; Ramli & Mariam, 2020). Work motivation is one of the main conditions where motivation creates, controls and maintains attitudes (related to the work environment) that complement work enthusiasm and integrity (Rinaldi & Ramli, 2023). According to research (Henriani et al., 2021) shows that high employee motivation causes increased employee productivity.

In general, to meet financial needs, employees work for a company and the company pays salaries for the work they do, the compensation received is used for the daily lives of employees and their families, providing good compensation influences enthusiasm for completing their work (Ramli, 2019a; Salma & Ramli, 2023; Situmorang et al., 2023). The company's participation in improving the work results of its employees, one of which is by providing training that improves the professional abilities of employees and paying salaries in accordance with these two things, if realized will have a significant impact on the progress of the company, especially related to indirect labor productivity, company goals are achieved (Purnomo & Utami, 2021).

The relationship between productivity and work-life balance, states that employees face conflicts between work and family which causes employees to handle two tasks at once (Ramli et al., 2020; Takaya et al., 2020). Just like students who work part-time, they must plan their time in a balanced way between work assignments and extracurricular activities, because students involved in managing academic productivity are affected by physical and psychological conditions that are sometimes unhealthy, study time must be divided so that it is academic. According to (Lumunon et al., 2019), someone with a good Work Life Balance will increase high employee productivity.

Apart from work-life balance, employee work productivity is also influenced by other benefits for the company, namely, improving employee performance through work experience, forming a workforce that has a wealth of knowledge about their work. Employee work experience is one of the factors that can influence work productivity in order to develop and improve employees' professional abilities at work and adapt to changes and developments that occur. So it is clear that work experience plays an important role for companies because it influences the company's level of productivity (Chaerunnissiya, 2021).

This research related to employee motivation variables, salary, employee productivity and work-life balance has been carried out previously. Where salary increases the perception of employee productivity (Alam et al., 2020; Kim & Choi, 2018; Gunawan & Amalia, 2015). Work-life balance has a positive influence on employee productivity (Edy Sutrisno, 2019; Prakash, 2019; Nwanga, 2021). Salary has a positive influence on employee motivation (Raine, 2022; Kampelmann et al., 2018; O'Connor, 2018). Work-life balance affects employee motivation (Oktosatrio, 2018; Goni et al., 2021; Nurdin et al., 2021). Work motivation has a positive effect on employee productivity (Olasudum & Anulika, 2018; Dina & Olowosoke, 2018; Putra et al., 2017; Evelyne, 2018; Octosatrio, 2018; Singh, 2016; Bao & Nizam, 2015). Employee work motivation has an important role in employee salaries and productivity (Iswara & Subudi, 2017; Goni et al., 2021; Mikkelsen et al., 2015; Evelyne, 2018; Bose, 2018; Klopotan et
Exploration regarding salaries in the manufacturing industry has been carried out by (Alam et al., 2020), however, this study was conducted in Bangladesh, specifically in Bangladesh RMG. In this research, I explored employee productivity in the Food & Beverage (F&B) industry in Indonesia, specifically in Jabodetabek. Because increasing employee work productivity is not easy, but it is not impossible to do. Remembering that it is not enough just to continue to encourage or motivate employees to work harder. This means that a company or industry must maintain employee work productivity in order to maintain the quality of the products produced.

The aim of this research is to fill existing knowledge gaps by exploring the influence of employee productivity, employee work motivation, salary and work-life balance. It is hoped that this research can contribute to the scientific level of human resource management by developing a better theoretical understanding of the variables studied and can provide positive managerial implications for the application of employee productivity in the Food & Beverage (F&B) industrial services sector.

The Relationship between Salary and Employee Productivity

Maslow’s theory of motivation states that a salary increase should encourage employees to work harder, which will ultimately increase their productivity (Alam et al., 2020). There is evidence that salary increases increase employee productivity. In another study conducted by (Kim & Choi, 2018), it was found that employee productivity increased as a result of higher salaries. (Gunawan & Amalia, 2015) states that there is a consistent relationship between pay and productivity. Based on the following discussion, the hypothesis of this research is: H1: Salary has a positive effect on employee productivity.

The Relationship between Work-Life Balance and Employee Productivity

According to work-life balance theory, the three dimensions of work-life balance are employees' ability to divide their roles in work and family life, as well as the ability to manage their time and psychological involvement. An individual or employee's skills help make the employee a professional. (Edy Sutrisno, 2019) argue that capacity, defined as reliance on employees' skills and knowledge to fulfill their work obligations, is a component of productivity. Thus, when combining these two theories, components related to work-life balance indirectly influence components related to work productivity. In other words, if an employee has a good time balance, a stable psychological level and a good balance of satisfaction, then he can divide his roles and develop professionally, which can lead to increased work productivity. Study conducted by (Prakash, 2019) found that having a healthy work-life balance has a positive and significant effect on productivity. Due to the stress caused by their work, an employee does not need to spend enjoyable time with his family or friends, this research explains that the ability to maintain a balance between work and life is very important. H2: Work-Life Balance has a positive influence on employee productivity.

The Relationship between Salary and Employee Work Motivation

This implies that the extent to which salary influences worker motivation varies depending on the worker's industrial background (Raine, 2022). The importance of rewards for attracting and motivating talented employees has been proven in various research. (Kampelmann et al., 2018) found that people are motivated by salary. This influences worker hiring decisions (O’Connor, 2018). Therefore, in the above context, the following hypothesis is proposed. H3: There is a positive influence between salary and employee motivation.

The Relationship between Work-Life Balance and Employee Work Motivation

A study conducted by (Oktosatrio, 2018) shows that the influence of work-life balance on employees' desire to work is very large. According to (Goni et al., 2021) Motivation keeps people excited and motivated to do their best in their work, which is also known as desire drive. (Nurdin et al., 2021) states that balance between work and life has a positive
and significant impact on work motivation. According to his research, companies must be able to use better approaches to managing their employees' work-life balance if they want to increase their employees' motivation. Based on previous research, the hypothesis of this research is: H4: Work-Life Balance has a positive influence on employee work motivation.

The Relationship between Employee Work Motivation and Employee Productivity

According to (Olusadum & Anulika, 2018) human relations theory, it is seen that motivation is the cause of employee abilities. (Dina & Olowosoke, 2018) researched that employee creativity depends on employee motivation. (Putra et al., 2017) assume that high levels of intrinsic motivation cause workers to perform better with higher productivity in their work tasks. (Evelyne, 2018) (Oktosatrio, 2018) suggest a direct positive relationship between performance and motivation. Various observations have proven that motivation is related to an employee's abilities (Singh, 2016) (Bao & Nizam, 2015). Based on these findings, we can make the following hypothesis: H5: There is a positive influence between employee work motivation on employee productivity.

The Mediating Role of Employee Work Motivation in the Relationship Between Salary and Employee Productivity

Low motivation is the fact that superiors do not provide sufficient input or attention, which indicates that the compensation and motivation provided is inadequate. As a result, work morale decreases, which causes low work productivity and a lack of employee ability to complete their work (Iswara & Subudi, 2017). Factors that can motivate employees include high salaries, effective management, a workplace that complies with Standard Operating Procedures (SOP), a comfortable work environment, and supportive coworkers are some of the reasons why employees want to work. Those who have high work motivation will try to complete their work on time and correctly (Goni et al., 2021).

Wages include all forms of economic benefits, services, incentives and allowances that workers receive and realize as part of their employment relationship (Mikkelsen et al., 2015). Salary is an employee's right as compensation for the sacrifices he has made for the organization. Poor salary management will result in demotion, so that employee work efficiency will decrease. Compensation is considered a company's attempt to not only meet employees' basic needs, but also to recognize their efforts and energy. To meet these basic needs, a plan is developed to increase employee motivation. In this case, when these basic needs are met, employees will be more motivated to further improve their performance (Evelyne, 2018) (Bose, 2018). (Klopotan et al., 2018) shows that salary has a high impact on employee motivation, which in turn affects their performance productivity as well. Therefore, it is assumed that: H6: In the relationship between salary and employee productivity, work motivation has a mediating role.

The Mediating Role of Employee Work Motivation in the Relationship Between Work-Life Balance and Employee Productivity

Kuswibowo, (2020) found that work motivation has a positive and significant impact on productivity. Where work motivation is defined as an employee's drive for their work, this is closely related to their performance. If an employee has high work motivation, they will have higher productivity and will always be enthusiastic about working. Instead, study (Oktosatrio, 2018) found that work-life balance between work and personal life greatly influences workers' desire to work. To conclude, the research results (Nugroho, 2021) about how workload, work motivation, and work environment affect worker productivity is strong. H7: In the relationship between work-life balance and employee productivity, work motivation has a mediating role.

METHODS

Data collection in this research was carried out using the method of distributing questionnaires online via Google Form. Measurements related to research variables were adapted from previous research where employee productivity was measured using 4 questions adapted from (Alam et al., 2020). Employee work motivation is measured using
5 questions adapted from (Alam et al., 2020). Meanwhile, the work-life balance variable was adapted from (Devan, 2016) measured using 4 questions. And the salary variable is measured using 4 questions adapted from (Riskiansyah, 2017). All were measured using a Likert scale with 4 scales ranging from 1 (strongly disagree) to 4 (strongly agree). The total measurement amounted to 17 questions which in detail can be seen in appendix 2 (variable operationalization) and appendix 3 (questionnaire).

The research sample was selected using a non-probability sampling method with a purposive sampling technique among coffee shop employees in Jabodetabek with the sample criteria being employees who had worked at the coffee shop for at least 3 months. The population was obtained from coffee shop employees in the Jabodetabek area with characteristics in this study including gender, age, place of work, education, salary allocation and length of time working as a coffee shop employee. Determining the sample size in this study refers to the statement (Hair et al., 2021a) that the number of samples as respondents must be adjusted to the number of statement indicators used in the questionnaire with the formula nx 10 observed variables (indicators). In this study, there were 17 statements in the research questionnaire, so the required sample size was 170 respondents. To verify the hypothesis, in this quantitative research the Partial Least Square - Structural Equation Model (PLS-SEM) method was used, based on the results of processed pre-test data, the research carried out factor analysis to test validity and reliability with SPSS. The validity test was carried out by looking at the Kaiser-Mayer-Olkin (KMO) measurement value and the Measure of Sampling Adequacy (MSA). KMO and MSA values of more than 0.5 indicate that factor analysis is appropriate. Meanwhile, the reliability test uses Cronbach’s Alpha measurement. If Cronbach's Alpha is close to 1 then the value is stated to be getting better (Hair et al., 2021a).

FINDING AND DISCUSSION

This research was carried out by distributing questionnaires online via Google Form. Demographic data shows 60% are women while the rest are 40% men, then the age of the sample for this research mostly ranges from 23 - 27 years 53.5%, the educational background of the research sample this time has 4 levels, namely junior high school, high school/equivalent, diploma, bachelor's degree. of the four high school/equivalent graduates the most were with a total percentage of 52.9%.

With data obtained from 30 respondents and the results of the pretest, validity and reliability tests have been carried out looking at the Kaiser Mayer Olkin (KMO) and Measure of Sampling Adequacy (MSA) measurement values. It can be said that the ideal KMO and MSA values are greater than 0.5. In the overall study, the KMO value for each variable was 0.770 to 0.835 and the MSA value in this study was 0.722 to 0.904. With the results obtained, it can be said that the statements in this research are valid. Apart from that, the Cronbach's Alpha value is seen as a reference value for determining reliability based on research (Hair et al., 2021). It is said that for each variable whose Cronbach's Alpha value is close to 1, the value is stated to be the better the reliability value and in this study it shows that the value of Cronbach's Alpha is 0.854 to 0.933, meaning that all the variables proposed in this study are reliable.

<table>
<thead>
<tr>
<th>Items</th>
<th>Loading Factor</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Productivity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P1</td>
<td>0.729</td>
<td>Valid</td>
</tr>
<tr>
<td>P5</td>
<td>0.608</td>
<td>Valid</td>
</tr>
<tr>
<td>P7</td>
<td>0.645</td>
<td>Valid</td>
</tr>
<tr>
<td>P8</td>
<td>0.619</td>
<td>Valid</td>
</tr>
<tr>
<td><strong>Employee Work Motivation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MK1</td>
<td>0.702</td>
<td>Valid</td>
</tr>
<tr>
<td>MK2</td>
<td>0.645</td>
<td>Valid</td>
</tr>
<tr>
<td>MK3</td>
<td>0.625</td>
<td>Valid</td>
</tr>
</tbody>
</table>
The outer model test is carried out, namely to determine the validity of each indicator for each variable. At the outer model test stage, it has a reference, which is seen from the Convergent Validity, Average Validity Extracted (AVE) and Composite Reliability values. According to the table above, it is known that several variable indicators have an outer loading value of > 0.7. However, there are several indicator variables that have an outer loading value of <0.7. According to (Chin, 1998)if the outer loading value is between 0.5 – 0.6, it is considered sufficient. Meanwhile, according to Hair et al. (2021)To get the ideal value, the outer loading value for each indicator in the variable must be > 0.7 to meet the Average Validity Extracted (AVE) requirements. Therefore, the results of data processing obtained in this research produce an outer loading value of more than 0.7, namely a value of (0.702 - 0.760), which means that the indicator is declared valid and ideal for each variable. Meanwhile, according to (Chin, 1998)The outer loading value (0.561 – 0.671) is maintained because it is considered sufficient to meet the Average Validity Extracted (AVE) requirements.

By using empirical standards, discriminant validity illustrates that one latent variable is different from other latent variables. The cross loading value of each indicator of the latent variable can provide an explanation of the discriminant validity test. The cross loading value shows the correlation between an indicator and its construct and other constructs. The correlation value of the indicator to the latent variable needs to show results that are greater than the correlation value to other latent variables. According to the results of data processing using Smart-PLS, it is known that all variables meet the requirements for good discriminant validity.

<table>
<thead>
<tr>
<th>Table2. Test Outer Model (CA, CR, AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Variable</strong></td>
</tr>
<tr>
<td>---------------------------------------</td>
</tr>
<tr>
<td>Wages</td>
</tr>
<tr>
<td>Employee Work Motivation</td>
</tr>
<tr>
<td>Employee Productivity</td>
</tr>
<tr>
<td>Work-life balance</td>
</tr>
</tbody>
</table>

Source: Smart-PLS 2023 data

Next, the data processing results show the Average Validity Extracted (AVE) value where the value is declared ideal if the value is > 0.5. However, if the Average Validity Extracted (AVE) <0.5 but composite reliability>0.6 can be declared ideal and reliable (Fornell & Lacker, 1981). On test composite reliability the value must be >0.7 although a value of 0.6 is still acceptable and the Cronbach's Alpha value must be >0.6 to be declared ideal and reliable (Hair et al., 2021b). The output results obtained from processing this research data show that the Cronbach's Alpha value of 0.658 is declared ideal and reliable, while the value (0.530 – 0.573) is declared not ideal and reliable because the value obtained is <0.6. Meanwhile, the Composite Reliability value (0.746 – 0.784) was declared acceptable and Average Validity Extracted (AVE) has a value of (0.417 – 0.441) which is also declared valid and ideal.
Coefficient of Determination (R Square Test). Next, an R Square test was carried out to determine the effect of exogenous variables on endogenous variables. The results obtained from the analysis are variables employee productivity influenced by the salary variable and the work-life balance variable, with a value of $R^2 = 0.426$. Thus it can be interpreted that 42.6% of the variance of Employee Productivity can be explained by salary and work-life balance, while the remaining 57.4% can be explained by other variables not included in this study. The next analysis is variables Employee Work Motivation influenced by salary and work-life balance variables with an $R^2$ value of 0.545. This represents 54.5% of the variance of Employee work motivation can be explained by Salary and Work-life Balance, while the remaining 45.5% can be explained by other variables not included in this study.

<table>
<thead>
<tr>
<th>Variable</th>
<th>$R^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Work Motivation</td>
<td>0.545</td>
</tr>
<tr>
<td>Work productivity</td>
<td>0.426</td>
</tr>
</tbody>
</table>

Source: Smart-PLS 2023 data

Path Analysis (Hypothesis Testing)

Hypothesis testing in this research is seen through the results of the significance of the path coefficient. By using the bootstrapping technique to determine the significance value of the path coefficient with Smart-PLS software. According to Hair et al. (2021) if the $t$ statistics value is $>1.960$, or the $p$ value is $<0.05$ then it can be said that there is a significant influence.

<table>
<thead>
<tr>
<th>Hypothesis Test Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hypothesis</td>
</tr>
<tr>
<td>H1</td>
</tr>
<tr>
<td>H2</td>
</tr>
<tr>
<td>H3</td>
</tr>
<tr>
<td>H4</td>
</tr>
<tr>
<td>H5</td>
</tr>
</tbody>
</table>

Indirect Effect Test

| Hypothesis | Statement | Original Sample (O) | Sample Mean (M) | $T$ Static (O|STDEV|) | $P$ VALUES | Information |
|------------|-----------|---------------------|----------------|----------------|-----------|-------------|
| H6 | Employee Work Motivation mediates the relationship between Salary and Employee Productivity | 0.014 | 0.013 | 0.244 | 0.808 | Hypothesis Not Supported |
| H7 | Employee Work Motivation mediates the relationship between Work-life Balance and employee productivity | 0.009 | 0.013 | 0.231 | 0.818 | Hypothesis Not Supported |

Source: Smart-PLS 2023 data
Based on the hypothesis testing table above, it is known that the 7 hypotheses proposed have a positive influence, except H1, H5, H6 and H7. Where in testing hypothesis 1 the results obtained were T statistics 1.755 < 1.960 with a P Value of 0.080 > 0.05, in testing hypothesis 5 the results obtained were T statistics 0.238 < 1.960 with a P Value of 0.812 > 0.05, in proposing hypothesis 6 the results were obtained T statistic 0.244 < 1.960 with a P Value of 0.808 > 0.05, in submitting hypothesis 7 the T statistic result was 0.231 < 1.960 with a P Value of 0.818 > 0.05. Therefore, Wages has a positive but not significant effect on Employee Productivity and Employee Work Motivation has a positive but not significant effect on Wage, has a positive but not significant effect on Salary, Employee Productivity and mediation Motivation has a positive but not significant effect on Salary on Employee Productivity and mediation Motivation has a positive but not significant effect on Work-life Balance with Employee Productivity.

Discussion

Coffee shops are a familiar place for Indonesian people, especially today's young generation, who now use coffee shops to express their thoughts or just have a casual chat with friends, friends and even family. Apart from that, there are many cafes that facilitate wifi, for the needs of their consumers to surf for free, do assignments, do office work and play games. This makes consumers feel at home when they come to the cafe. In this way researchers can conclude several test results.

Tests on the effect of salary cannot encourage employee productivity in coffee shops. This can happen due to the company's lack of participation in improving the work results of its employees, one of which is by providing training that improves the professional abilities of employees, such as training for baristas in mixing and recognizing types of coffee in order to be able to serve coffee according to the dosage and achieve targets so that they get appropriate salary. The company's lack of training employees results in salaries that are not commensurate with their performance because these employees are unable to be productive and waste their time using raw materials, such as making excess coffee that does not comply with SOP measurements. Thus, the salary was stated to be inconsistent with the results of research conducted by (Kim & Choi, 2018) which proves that employee productivity increases as a result of higher salaries which proves that salary has a positive effect on employee productivity and is stated to be in line with research (Rampisela & G, 2020).

Testing the effect of work-life balance can encourage coffee shop employee productivity. Because if an employee has a good time balance, a stable psychological level and a good balance of satisfaction, then the employee can divide his roles so that the employee can develop professionally in serving customer orders as a coffee shop employee and dividing his time outside working hours, this can increase their work productivity in the shop. Prakash, (2019) found that having a healthy work-life balance has a positive and significant effect on productivity. Thus, the results of this hypothesis test can be supported by previous research which proves that there is a positive relationship between work-life balance and employee productivity. (Lumunon et al., 2019).

Testing the influence of salary can encourage employee work motivation. Where employee salaries can influence worker motivation varies depending on the worker's industrial background (Raine, 2022). To meet financial needs, employees work in a coffee shop and the boss pays a salary for the work done, the salary received is used for the daily life of the employee and his family, giving a good salary influences morale and motivates him to complete his work (Purnomo & Utami, 2021). Thus, the results of this test can be supported by previous research which proves that there is a positive relationship between salary and employee work motivation (Kampelmann et al., 2018).

Work-life balance testing can encourage employee work motivation. Where the coffee shop industry must be able to use a better approach to managing the work-life balance of their employees if they want to increase their employees' work motivation. Therefore, (Nurdin et al., 2021) states that balance between work and life has a positive impact on employee work motivation.
In testing employee work motivation, it cannot encourage employee productivity. Because the low level of work motivation of coffee shop employees can cause a lack of performance productivity carried out by employees. Therefore, employees who get work that is not in accordance with their abilities and skills will not have a good sense of work motivation which can result in the employee wasting excessive raw materials because the employee is not skilled and is not able to manage raw materials according to their measurements. Thus, employee work motivation is stated to be inconsistent with the research results (Henriani et al., 2021) which shows that high employee motivation causes increased employee productivity and is in line with research results (Rampisela & G, 2020) where employee work motivation does not have a significant effect because work motivation does not have enough impact on increasing work productivity, because there are still many employees who work according to working hours without considering work productivity factors.

Furthermore, employee work motivation does not have a mediating effect between salary and employee productivity. Low employee work motivation is the fact that superiors do not provide sufficient input or attention, which indicates that the compensation and motivation provided is inadequate. As a result, work morale decreases, which causes low work productivity and a lack of employee ability to complete their work (Iswara & Subudi, 2017). Poor salary management will result in demotion, so that employee work efficiency will decrease. From the research carried out, it was found that when an employee does not have the appropriate abilities and skills, it will result in the salary received not being in accordance with the work activities carried out so that in terms of achieving targets will not be achieved and work completion cannot be done on time. Thus, employee work motivation is not in line with research according to (Klopotan et al., 2018) which shows that salary has a high impact on employee motivation, which in turn affects their performance productivity.

The results of testing the final hypothesis show that employee work motivation does not have a mediating influence between work-life balance and employee productivity. Where employee work motivation here is closely related to performance, if a coffee shop employee has low motivation then their productivity will be low and there will be no enthusiasm for working. And if the employee's work motivation is low then the work-life balance that the employee gets does not have a good balance of time, an unstable psychological level and a lack of a good balance of satisfaction. Thus, employee work motivation does not match the research results (Nugroho, 2021) on how workload, work motivation, and work environment affect worker productivity is strong and inconsistent with studies (Oktosatrio, 2018) found that work-life balance between work and personal life greatly influences workers' desire to work.

CONCLUSION

This research examines the influence of salary and work-life balance on employee productivity by mediating employee work motivation at coffee shops in Jabodetabek which is used as the research object. This research uses several variables such as employee productivity, employee motivation, work-life balance, and salary. All variables are acceptable except the influence of salary which does not have a positive influence on the productivity of coffee shop employees. Due to the company’s lack of training employees, the salaries they receive do not match their performance because these employees cannot be productive and waste their time using raw materials, such as excess in making coffee which does not comply with the SOP measurements. Furthermore, employee work motivation does not have a positive influence on employee productivity. Because the low level of work motivation of coffee shop employees can cause a lack of productivity in the performance of employees. Therefore, employees who get work that is not in accordance with their abilities and skills will not have a good sense of work motivation which can result in the employee wasting excessive raw materials because the employee is not skilled and is not able to manage raw materials according to their measurements.
And the role of mediating employee work motivation does not have a positive influence between employee salary and productivity. Because low employee work motivation is evidence that superiors do not provide sufficient input or attention, which indicates that the compensation and motivation provided is inadequate.

The limitation of this research is that this research only discusses the variables of employee productivity, employee work motivation, work-life balance, and salary. This research was only conducted in the Jabodetabek area, making some of the results in this research less than optimal. Thus, researchers hope that future research will expand the area and add samples for maximum results.

Based on the conclusions above, suggestions can be proposed that are expected for further research to further explore the factors that influence work productivity other than work motivation, work-life balance, and salary to complement existing research and it is hoped that future researchers will further explore theories and productivity factor and it is recommended that with a larger and more specific sampling scale, it is hoped that research will not only be carried out by collecting data using questionnaires but can be carried out by interviews, direct observation of the research object.

Based on the results of the research that has been conducted, researchers can provide managerial implications that can be considered for coffee shop companies regarding the influence of salary and work-life balance by mediating employee work motivation on the work productivity of coffee shop employees in Jabodetabek. By providing training to prospective coffee shop employees to produce skills that suit what they do, so that employees can provide skilled services, can solve customer-specific problems, can communicate very well so that employees can work productively.

REFERENCES


Salary, Productivity, Work-Life Balance and Motivation


[71] Riskiansyah, M. (2017). Pengaruh upah karyawan terhadap kinerja karyawan bagian...
Salary, Productivity, Work-Life Balance and Motivation


