

The Effect Of Salary And Work-Life Balance On Employee Productivity With The Mediation Of Employee Work Motivation At Coffee Shops In Jabodetabek

*Salary, Productivity,
Work-Life Balance
and Motivation*

1505

Adhi Tyas Pradila, Jul Aidil Fadli
Universitas Esa Unggul
Email: adhityaspradila1@gmail.com

Submitted:
NOVEMBER 2023

Accepted:
DECEMBER 2023

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;

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 11 No. 3, 2023
pp. 1505-1518
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v11i3.2084

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 (Chaerunnisya, 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; Nwangwa, 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 (Olusadum & 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; (Klopota *et al.*, 2021).

al., 2018). Work-life balance and employee productivity, work motivation have a mediating role (Kuswibowo, 2020; (Oktosatrio, 2018).

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) (Okotosatrio, 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 (Okotosatrio, 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 $n \times 10$ 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-Meyer-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.

Test Outer Model

Table 1. Test Outer Model (Outer Loading)

Items	Loading Factor	Information
Employee Productivity		
P1	0.729	Valid
P5	0.608	Valid
P7	0.645	Valid
P8	0.619	Valid
Employee Work Motivation		
MK1	0.702	Valid
MK2	0.645	Valid
MK3	0.625	Valid

Items	Loading Factor	Information
MK6	0.596	Valid
MK7	0.671	Valid
Work-life balance		
WLB1	0.760	Valid
WLB2	0.658	Valid
WLB3	0.618	Valid
WLB4	0.609	Valid
Wages		
G1	0.760	Valid
G2	0.561	Valid
G3	0.600	Valid
G4	0.644	Valid

Source: Primary Data Processed 2023

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 2. Test Outer Model (CA, CR, AVE)

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Wages	0.530	0.738	0.417
Employee Work Motivation	0.658	0.784	0.421
Employee Productivity	0.543	0.746	0.425
Work-life balance	0.573	0.758	0.441

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 variable 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 variable 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 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 3. Coefficient of Determination

Variable	R Square
Employee Work Motivation	0.545
Work productivity	0.426

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 4. Hypothesis testing

Hypothesis Test Results						
Hypot hesis	Statement	Original Sample	Sample Mean (M)	T Static (O STDEV)	P VALUES	Information
H1	Salary has a positive effect on employee productivity	0.176	0.166	1,722	0.085	Hypothesis Not Supported
H2	Work-life balance has a positive effect on employee productivity	0.532	0.529	5,394	0,000	Supported Hypothesis
H3	Salary has a positive effect on employee work motivation	0.519	0.515	5,951	0,000	Supported Hypothesis
H4	Work-life balance has a positive effect on employee work motivation	0.334	0.335	0.743	0,000	Supported Hypothesis
H5	Employee Work Motivation influences Employee Productivity	0.027	0.033	0.244	0.807	Hypothesis Not Supported

Indirect Effect Test

Hypoth esis	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 Employee Productivity, so both hypotheses are declared unacceptable 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. FurthermoreEmployee 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

- [1] Alam, M. N., Hassan, M. M., Bowyer, D., & Reaz, M. (2020). The effects of wages and welfare facilities on employee productivity: Mediating role of employee work motivation. *Australasian Accounting, Business and Finance Journal*, 14(4), 38–60. <https://doi.org/10.14453/aabfj.v14i4.4>
- [2] Alianto, A., & Aninandita, R. (2018). *Pengaruh Kompensasi Dan Work Life Balance Terhadap Kepuasan Kerja Dimediasi Stres Kerja*. 1–23.
- [3] Bachtiar, I. H., Supiati, Gazali, Safrin, A., Ramli, A. H., & Mariam, S. (2023). Pelatihan Pencatatan Keuangan Usaha Dalam Rangka Pemberdayaan Pelaku Ekonomi Kreatif Di Desa Pabben-Tengah. *Jurnal Pengabdian Masyarakat AbdiMas*, 9(3), 442–446. <https://doi.org/10.47007/abd.v9i05.6729>
- [4] Bao, C., & Nizam, D. I. (2015). The Impact of Motivation on Employee Performance in the Electronics Industry in China. *International Journal of Accounting and Business Management*, 3(2), 29–45. <https://doi.org/10.24924/ijabm/2015.11/v3.iss2/29.45>
- [5] Bose, I. (2018). Employee Empowerment and Employee Performance: An Empirical Study on Selected Banks in UAE. *Journal of Applied Management and Investments*, 7(2), 71–82.
- [6] Chaerunnisya, S. (2021). Pengaruh Motivasi dan Pengalaman Kerja Terhadap Produktivitas Kerja Karyawan Pada PT. Honda Makassar Indah. *Jurnal Manajemen*, 1–10.
- [7] Chandra, K., Takaya, R., & Ramli, A. H. (2019). The Effect Of Green Brand Positioning, And Green Brand Knowledgeon Brand Image, And Green Purchase Intentionin Green Products Consumers. *International Journal of Business and Management Invention (IJBMI) ISSN*, 8(07), 47–52. www.ijbmi.org
- [8] Chin, W. W. (1998). The Partial Least Squares Approach to Structural Equation Modelling. *Modern Methods for Business Research*, 295(2), 295–336.
- [9] Devan, G. I. M. (2016). Pengaruh Work Life Balance dan Beban Kerja terhadap Kepuasan Kerja Karyawan. *Bandung Conference Series: Business and Management*, 4(1), 125–135. <https://doi.org/10.29313/bcsbm.v3i1.5908>
- [10] Dewi, N. P. K., & Ramli, A. H. (2023). E-Service Quality , E-Trust dan E- Customer Satisfaction Pada E-Customer Loyalty Dari Penggunaan E-Wallet OVO. *Jurnal Ilmiah Manajemen Kesatuan*, 11(2), 321–338. <https://doi.org/10.37641/jimkes.v11i2.2000>
- [11] Diatmono, P., Mariam, S., & Ramli, A. H. (2020). Analysis of Human Capital in Talent Management Program, Training and Development to Improve Employee Competence Case Study in BSG Group. *Business and Entrepreneurial Review*, 20(1), 45–66.

- <https://doi.org/10.25105/ber.v20i1.6812>
- [12] Dina, T., & Olowosoke, G. O. (2018). The effect of motivation and job performance on library personnel effectiveness in university libraries in Nigeria. *Library Philosophy and Practice*, 1–28.
- [13] Edy Sutrisno. (2019). *Manajemen Sumber Daya Manusia*.
- [14] Evelyne, N. (2018). Mediating Effect of Motivation on Employees Performance in Private Equity Firms, Kenya. *Journal of Human Resource Management*, 6(2), 78–84. <https://doi.org/10.11648/j.jhrm.20180602.15>
- [15] Farris, K. B. (2021). *Are You Happy? How Employee Satisfaction Affects Employee Productivity in Private Hospitals*.
- [16] Febriani, F. A., Ramli, A. H., & Reza, H. K. (2023). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Melalui Keterikatan Karyawan. *Jurnal Ilmiah Manajemen Kesatuan*, 11(2), 309–320. <https://doi.org/10.37641/jimkes.v11i2.1999>
- [17] Fornell, C., & Lacker, D. F. (1981). Evaluating Structural Quation Models With Unobservable Variables and Measurement Error. *Journal of Marketing Research This*, 18(1), 39–50.
- [18] Ghazmahadi, Basri, Y. Z., Kusnadi, & Ramli, A. H. (2020). The Influence Of Strategic Management Information System, Strategic Partnership On Organizational Performance Mediated By Organizational Culture In Occupational Safety and Health (OSH) Service Centre In Indonesia. *INTERNATIONAL JOURNAL OF CREATIVE RESEARCH AND STUDIES*, 4(1), 32–39.
- [19] Goni, G. H., Manoppo, W. S., & Rogahang, J. J. (2021). Pengaruh Motivasi Kerja terhadap Peningkatan Kinerja Karyawan pada PT. Bank Rakyat Indonesia Cabang Tahuna. *Productivity*, 2(4), 330–335.
- [20] Gunawan, H., & Amalia, R. (2015). Wages and employees performance: The quality of work life as moderator. *International Journal of Economics and Financial Issues*, 5(Special Issue), 349–353.
- [21] Hair, J. F., Sarstedt, M., & Ringle, C. M. (2021a). Partial Least Squares Structural Equation Modeling. In *Handbook of Market Research*. <https://doi.org/10.1007/978-3-319-05542-8>
- [22] Hair, J. F., Sarstedt, M., & Ringle, C. M. (2021b). Partial Least Squares Structural Equation Modeling Marko. In *Handbook of Market Research* (Issue July). <https://doi.org/10.1007/978-3-319-05542-8>
- [23] Hanaysha, J. (2016). Testing the Effects of Employee Empowerment, Teamwork, and Employee Training on Employee Productivity in Higher Education Sector. *International Journal of Learning and Development*, 6(1), 164–178. <https://doi.org/10.5296/ijld.v6i1.9200>
- [24] Harahap, R. O., & Ramli, A. H. (2023). Pengaruh Work-Life Balance Terhadap Perceived Work Productivity Pada Non-Government Organization. *Jurnal Pengabdian Kepada Masyarakat Nusantara (JPkMN)*, 4(3), 2915–2922. <https://doi.org/https://doi.org/10.55338/jpkmn.v4i2.1659>
- [25] Henriani, Razak, R., & Parawu, H. E. (2021). Pengaruh Motivasi Terhadap Produktivitas Kerja Pegawai Kantor Kependudukan Dan Pencatatan Sipil Kabupaten Endrekang. *Kajian Ilmiah Mahasiswa Administrasi Publik (KIMAP)*, 2(4), 1427–1441.
- [26] Imarchama, A. (2022). *Analisis Pengaruh Kompensasi, Disiplin Kerja Dan Pengalaman Kerja Terhadap Kinerja Karyawan (Studi pada Karyawan Coffee Shop di Surakarta)*. 78.
- [27] Imran, B., Arvian, D., & Ramli, A. H. (2020). Work Life Balance Effect (Case Investigation on PT PJB Power Plant Maintenance Unit). *Proceedings of the International Conference on Management, Accounting, and Economy (ICMAE 2020)*, 151(Icmae), 68–71. <https://doi.org/10.2991/aebmr.k.200915.017>
- [28] Iswara, I. M. W., & Subudi, M. (2017). Peran Mediasi Motivasi Kerja Dalam Pengaruh Kompensasi Terhadap Semangat Kerja. *E-Jurnal Manajemen Universitas Udayana*, 6(2), 1083–1111.
- [29] Kampelmann, S., Rycx, F., Saks, Y., & Tojerow, I. (2018). Does education raise productivity and wages equally? The moderating role of age and gender. *IZA Journal of Labor Economics*, 7(1), 1–37. <https://doi.org/10.1186/s40172-017-0061-4>
- [30] Khasanah, S., Abduh, S., Tanti, E., & Ramli, A. H. (2021). The Effect of Organizational Culture , Job Satisfaction and Compensation Mediated by Motivaton on Women Navi’s Performance at The Indonesian Navy Headquarters. *INTERNATIONAL JOURNAL OF CREATIVE RESEARCH AND STUDIES*, 5(5), 106–115.
- [31] Kim, S. J., & Choi, S. O. (2018). The effects of job mismatch on pay, job satisfaction, and performance. *Journal of Open Innovation: Technology, Market, and Complexity*, 4(49), 1–13.

- <https://doi.org/10.3390/joitmc4040049>
- [32] Klopotan, I., Mjeda, T., & Kurečić, P. (2018). Exploring the Motivation of Employees in a Firm: A Case-Study. *Business Systems Research*, 9(1), 151–160. <https://doi.org/10.2478/bsrj-2018-0012>
- [33] Kuswibowo, C. (2020). *Pengaruh Motivasi Kerja dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan*. 2, 43–49.
- [34] Latif, D. R., & Harahap, H. (2022). *Pengaruh Iklim Komunikasi Organisasi Terhadap Motivasi Kerja Dan Disiplin Kerja Karyawan Di Universitas Esa Unggul*. 19(1), 182–199.
- [35] Lozano, C., & Chiatchoua, C. (2022). Conditions Influencing Salary of the Automotive Industry in Mexico City—A Linguistic Fuzzy-Set Approach. *Sustainability*, 14(11), 6735. <https://doi.org/10.3390/su14116735>
- [36] Lumunon, R. R., Sendow, G. M., & Uhing, Y. (2019). The Influence Of Work Life Balance, Occupational Health And Workload On Employee Job Satisfaction Pt. Tirta Investama (Danone) Aqua Airmadidi. *Jurnal EMBA*, 7(4), 4671–4680.
- [37] Mariam, S., & Ramli, A. H. (2019). The effect of work passion, work engagement, and job satisfaction on turnover intention (Empirical study: PT. Bank Mandiri (Persero) Tbk). The 1st International Conference on Business, Accounting, Supply Chain and Logistic, 219.
- [38] Mariam, S., Aryani, F., Mustikasari, D. S., & Ramli, A. H. (2021). Determinant of Net Interest Margin Banking In Indonesia, During The Period 2009 - 20018. *Ilomata International Journal of Management*, 2(4), 300–308. <https://doi.org/10.52728/ijm.v2i4.385>
- [39] Mariam, S., Panji Kresna, E., & Ramli, A. H. (2022). The Effect of Differentiation, Price, and Facility on Customers' Satisfaction (Case Study on Goen Authentic In East Jakarta). *Majalah Ilmiah Bijak*, 19(1), 96–106. <https://doi.org/10.31334/bijak.v19i1.2193>
- [40] Mariam, S., Putra, A. H. P. K., Ramli, A. H., & Aryani, F. (2023). Analysis of the Effect of Debt Level , Market Orientation , and Financial Literacy on Microenterprise Financial Performance : The Mediating Role of Consumer Behaviour. *ATESTASI: JURNAL ILMIAH AKUNTANSI*, 6(2), 469–494. <https://doi.org/doi.org/10.57178/atestasi.v6i2.706> : 2621-1963 : 2621-1505
- [41] Mariam, S., & Ramli, A. H. (2017). Determinan Kinerja Perusahaan pada Distributor Unggas di Provinsi DKI Jakarta. *Seminar Nasional Cendekiawan Ke 3 Tahun 2017, Buku 2*, 3(2), 413–417. <https://doi.org/10.25105/semnas.v0i0.4521>
- [42] Mariam, S., & Ramli, A. H. (2022). Pengenalan Digital Marketing E-Katalog bagi UMKM Binaan Jakpreneur. *Jurnal Komunitas : Jurnal Pengabdian Kepada Masyarakat*, 5(1), 74–83. <https://doi.org/10.31334/jks.v5i1.2429>
- [43] Mariam, S., & Ramli, A. H. (2023). Pelatihan Dan Pendampingan Membangun Praktik Digital Marketing Unggul Untuk Peningkatan Pemasaran UMKM Di Kota Jakarta Barat. *Indonesian Collaboration Journal of Community Services*, 3(4), 379–390. <https://doi.org/https://doi.org/10.53067/icjcs.v3i4.149>
- [44] Mariam, S., & Ramli, A. H. (2020). Peran Mediasi Strategic Change Management pada Usaha Mikro Kecil dan Menengah dalam Kondisi Pandemi Covid-19. *Prosiding Seminar Stiami*, 7(2), 46–52. <https://ojs.stiami.ac.id/index.php/PS/article/view/954>
- [45] Meidiyanty, E., Ramli, A. H., & Mariam, S. (2023). Peran Mediasi Dari Inovasi Karyawan Pada Hubungan Antara Internet Banking dan Kinerja Karyawan. *Jurnal Bisnisan: Riset Bisnis Dan Manajemen*, 5(2), 106–117. <https://doi.org/https://doi.org/10.52005/bisnisan.v5i2.162>
- [46] Mikkelsen, M. F., Jacobsen, C. B., & Andersen, L. B. (2015). Managing Employee Motivation: Exploring the Connections Between Managers' Enforcement Actions, Employee Perceptions, and Employee Intrinsic Motivation. *International Public Management Journal*, 0(0), 1–23. <https://doi.org/10.1080/10967494.2015.1043166>
- [47] Mulyadi, H., Basri, Y. Z., Ramli, A. H., & Takaya, R. (2020). Influence of Competency , Organization Learning On Strategic Change Management and Its Implications on Military Sealift Command. *International Journal of Business and Management Invention*, 9(10), 13–21. <https://doi.org/10.35629/8028-0910011321>
- [48] Novarian, F., & Ramli, A. H. (2020). The Mediating Role of Job Satisfaction in the Hospital. *Proceedings of the International Conference on Management, Accounting, and Economy (ICMAE 2020)*, 151(Icmae), 293–297. <https://doi.org/10.2991/aebmr.k.200915.066>
- [49] Nugroho, K. J. (2021). Analisis Beban Kerja, Motivasi Kerja Dan Lingkungan Kerja Terhadap Produktivitas Kerja Pegawai Pada Badan Pusat Statistik Kabupaten Blitar. *Otonomi*, 21(1), 156. <https://doi.org/10.32503/otonomi.v21i1.1650>
- [50] Nurdiansyah, R., Mariam, S., Ameido, M. A., & Ramli, A. H. (2020). Work Motivation,

- Job Satisfaction and Employee Performance. *Business and Entrepreneurial Review*, 20(2), 153–162. <https://doi.org/10.25105/ber.v20i2.8006>
- [51] Nurdin, P. B. R., Munizu, M., & Sumardi. (2021). Employee Performance: Worklife Balance to Maintain Organizational Commitment and Work Motivation. *Journal of Management*, 4(2), 182–194. <https://doi.org/10.37531/yume.vxix.861>
- [52] Nwangwa, K. C. (2021). Impact of COVID-19 on Work-Life Balance and Productivity of Lecturers in Private Universities in Nigeria. *Journal of Advances in Education and Philosophy*, 5(5), 120–124. <https://doi.org/10.36348/jaep.2021.v05i05.001>
- [53] O'Connor, J. (2018). The impact of job satisfaction on the turnover intent of executive level central office administrators in texas public school districts: A quantitative study of work related constructs. *Education Sciences*, 8(69), 1–13. <https://doi.org/10.3390/educsci8020069>
- [54] Oktosatrio, S. (2018). Investigating the relationship between work-life-balance and motivation of the employees: Evidences from the local government of Jakarta. *Munich Personal RePEc Archive*, 1–18.
- [55] Olusadum, N. J., & Anulika, N. J. (2018). Impact of Motivation on Employee Performance: A Study of Alvan Ikoku Federal College of Education. *Journal of Management and Strategy*, 9(1), 53–65. <https://doi.org/10.5430/jms.v9n1p53>
- [56] Panjaitan, M. (2018). Pengaruh Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan. *Jurnal Manajemen*, 3(2), 1–5.
- [57] Prakash, L. (2019). An Effect on Work-Life Balance and Productivity of New Generation Bank Employees in Cuddalore District. *Pramana Research Journal*, 9(12), 8–18.
- [58] Priarso, M. T., Diatmono, P., & Mariam, S. (2018). The Effect of Transformational Leadership Style, Work Motivation, and Work Environment on Employee Performance That in Mediation By Job Satisfaction Variables in Pt. Gynura Consulindo. *Business and Entrepreneurial Review*, 18(2), 165–176.
- [59] Purnomo, M. A., & Utami, E. (2021). Pengaruh Kompensasi Terhadap Produktivitas Kerja Karyawan Pada PT Berkat Anugerah Sejahtera. *Borneo Student Research (BSR)*, 2(2), 1407–1416.
- [60] Putra, E. D., Cho, S., & Liu, J. (2017). Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory. *Tourism and Hospitality Research*, 17(2), 228–241. <https://doi.org/10.1177/1467358415613393>
- [61] Raine, O. A. (2022). *The Influence of Low Wage Compensation on Employee Motivation in an Institution of Higher Education: A Qualitative Exploratory Case Study*. 1–109.
- [62] Ramli, A. H. (2019a). *Budaya Organisasi , Kepuasan Kerja Juga Karyawan Prestasi di Rumah Sakit Swasta*. 4614, 7–11.
- [63] Ramli, A. H. (2019b). Organizational Commitment and Employee Performance At Distributor Companies. *Business and Entrepreneurial Review*, 17(2), 121. <https://doi.org/10.25105/ber.v17i1.5193>
- [64] Ramli, A. H. (2019c). Organizational Culture, Job Satisfaction Also Employee Accomplishment in the Private Hospital. *Business and Entrepreneurial Review*, 19(2), 157–168. <https://doi.org/10.25105/ber.v19i2.5674>
- [65] Ramli, A. H. (2020). The mediator role of leader-member exchange in empirical test. *Jurnal Manajemen Dan Pemasaran Jasa*, 13(1), 127–136. <https://doi.org/10.25105/jmpj.v13i1.6152>
- [66] Ramli, A. H., Arsil, Takaya, R., & Mariam, S. (2020). Professional Identity in Private Hospital. *Proceedings of the International Conference on Management, Accounting, and Economy (ICMAE 2020)*, 151(ICMAE), 167–171. <https://doi.org/10.2991/aebmr.k.200915.039>
- [67] Ramli, A. H., & Mariam, S. (2020). Organisational commitment and job performance in banking industry. *International Journal of Scientific & Technology Research*, 9(3), 1708–1713.
- [68] Ramli, A. H., & Novariani, F. (2020). Emotional Intelligence, Organizational Commitment and Job Performance in the Private Hospital. *Proceedings of the International Conference on Management, Accounting, and Economy (ICMAE 2020)*, 151(Icmae), 280–284. <https://doi.org/10.2991/aebmr.k.200915.063>
- [69] Rampisela, V. A. ., & G, L. G. (2020). Pengaruh Motivasi Kerja, Lingkungan Kerja Dan Upah Terhadap Produktivitas Kerja Karyawan Pt Dayana Cipta. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 8(1), 302–311.
- [70] Rinaldi, G., & Ramli, A. H. (2023). Pengaruh Tranformational Leadership Terhadap Turnover Intention Pada Karyawan Perusahaan Swasta di Jakarta. *Jurnal Pengabdian Kepada Masyarakat Nusantara (JPkMN)*, 4(4), 3088–3094. <https://doi.org/http://doi.org/10.55338/jpkmn.v4i4.1699>
- [71] Riskiansyah, M. (2017). Pengaruh upah karyawan terhadap kinerja karyawan bagian

- lapangan pada toko classic dalam perspektif islam. *Jurnal Fakultas Ekonomi Dan Bisnis Islam UIN Raden Fattah*, 1(1), 1–76.
- [72] Rizky, A. O., Ramli, A. H., & Mariam, S. (2023). LEADER-MEMBER EXCHANGE , COMMUNICATION SATISFACTION , JOB SATISFACTION , EMPLOYEE ENGAGEMENT DAN EMPLOYEE PERFORMANCE. *JURNAL LENTERA BISNIS*, 12(September), 667–682. <https://doi.org/10.34127/jrlab.v12i3.891>
- [73] Rumaidlany, D., Mariam, S., & Ramli, A. H. (2022). Pengaruh Brand Image Dan Brand Awareness Terhadap Keputusan Pembelian Pada Mc Donald'S Di Palmerah Jakarta Barat. *Jurnal Lentera Bisnis*, 11(2), 102. <https://doi.org/10.34127/jrlab.v11i2.567>
- [74] Salma, A. N., & Ramli, A. H. (2023). Pengaruh Ethical dan Transformational Leadership Terhadap Employee Creativity , OCB dan Work Engagement Pada UMKM. *Jurnal Pengabdian Kepada Masyarakat Nusantara (JPkMN)*, 4(3), 2946–2953. <https://doi.org/https://doi.org/10.55338/jpkmn.v4i2.1675>
- [75] Sartono, D., & Abduh, M. (2018). *Pengaruh Program 5r (Ringkas, Rapi, Resik, Rawat, Rajin) Terhadap Produktivitas Kerja Karyawan Pada Produksi Pemintalan Benang Di Pt. Xyz*. 14(1), 1–13.
- [76] Singh, R. (2016). The Impact of Intrinsic and Extrinsic Motivators on Employee Engagement in Information Organizations. *Journal of Education for Library and Information Science Online*, 57(2), 197–206. <https://doi.org/10.12783/issn.2328-2967/57/2/11>
- [77] Situmorang, N., Ramli, A. H., & Reza, H. K. (2023). PENGARUH PENGEMBANGAN KARIR TERHADAP TURNOVER INTENTION MELALUI KINERJA KARYAWAN YANG DIMODERASI OLEH BUDAYA ORGANISASI. *Jurnal Lentera Bisnis*, 12(September), 633–646. <https://doi.org/10.34127/jrlab.v12i3.890>
- [78] Steven, J., Ramli, A. H., & Mariam, S. (2023). E-Service Quality , E-Wallet Dan Kepercayaan Terhadap Minat Beli Pada Pengguna Pembayaran Non Tunai Aplikasi Shopee. *Jurnal Ilmiah Manajemen Kesatuan*, 11(2), 267–278. <https://doi.org/10.37641/jimkes.v11i2.1997>
- [79] Sukarno, D. B., Umar, H., & Ramli, A. H. (2020). The Effect of Corporate Entrepreneurship, Organizational Culture Through Innovation of Firm Performance in The Strategic Industry of State Deffense. *American Research Journal of Business and Management*, 6(1), 1–5. <https://doi.org/10.21694/2379-1047.20008>
- [80] Sun, Y. (2022). Employee Productivity Is Boosted Psychologically by Keeping Attendance System, CSR, Entrepreneurial Intentions, and Machine Learning Behavior. *Wireless Communications and Mobile Computing*, 2022, 1–12. <https://doi.org/10.1155/2022/9553554>
- [81] Supiati, S., Hafidah, A., & Ramli, A. H. (2021). Analysis of Market Retribution Management Systems in Efforts of Increasing Regional Original Income in The Office of Pd. Makassar Raya Market, Makassar City. *Business and Entrepreneurial Review*, 21(1), 23–46. <https://doi.org/10.25105/ber.v21i1.9224>
- [82] Sylvyani, N. R., & Ramli, A. H. (2023). Transformational Leadership , Knowledge Sharing Dan Organizational Commitment Terhadap Job Satisfaction. *Jurnal Ilmiah Manajemen Kesatuan*, 11(2), 339–352. <https://doi.org/10.37641/jimkes.v11i2.2001>
- [83] Taiwo, A. S., Catherine, P. M., & Esther, A. F. (2016). Work-Life Balance Practices as Panacea for Employee Performance : Empirical Evidence from River State Television, Nigeria. *Oman Chapter of Arabian Journal of Business and Management Review*, 6(5), 34–47. <https://doi.org/10.12816/0036841>
- [84] Takaya, R., Arsil, & Ramli, A. H. (2020). Perceived Organizational Support and Turnover Intention. *Proceedings of the International Conference on Management, Accounting, and Economy (ICMAE 2020)*, 151(Icmae), 59–63. <https://doi.org/10.2991/aebmr.k.200915.015>
- [85] Utama, R., Basri, Y. Z., & Ramli, A. H. (2020). The Influence of Service Quality And Product Quality on Customer Loyalty with Customer Satisfaction as Mediating on The Purchase Of Indonesian Navy Ships. *International Journal of Creative Research and Studies*, 4(6), 56–67.
- [86] Yahya, R. Z., & Netty, L. (2021). Pengaruh Work From Home Dan Work Life Balance Terhadap Produktivitas Kerja Dengan Motivasi Sosial Sebagai Variabel Moderating Pada Pt. Cemerlang Indo Pangan. *CENDEKIA Jaya*, 3(2), 20–40. <https://doi.org/10.47685/cendekia-jaya.v3i2.186>
- [87] Yunus, R. R. S., Septyanto, D., & Ramli, A. H. (2023). Analysis of Factors Affecting Customer Satisfaction and Customer Loyalty in the Shopee Marketplace. *Majalah Ilmiah Bijak*, 20(2), 293–310. <https://doi.org/https://doi.org/10.31334/bijak.v20i2.3427>