

The Effect Of Salary On Employee Productivity With The Mediation Of Employee Motivation And Job Satisfaction In Retail Companies In Tangerang

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ABSTRACT

The development of today's business life has progressed very rapidly, especially in trade in retail companies. This can be seen from the increasing number of retail companies that have sprung up in the hope that market leaders can attract the attention of consumers, so that competition in the retail trade is getting tougher. This study aims to determine the effect of salary on employee work productivity by mediating employee motivation and job satisfaction in retail companies in Tangerang. This research was conducted on retail company employees who have worked for at least 1 year in the Tangerang area. The sampling method used purposive sampling with a total sample of 110 respondents. The number of statements given to respondents was 22 statement items. The results of this study indicate that there is a significant effect of salary on employee motivation, salary on job satisfaction, employee motivation on employee work productivity, job satisfaction on employee work productivity, salary that is not a significant effect on employee productivity, and a significant effect on work motivation employees on job satisfaction.

Keywords: *Salary, Employee Motivation, Job Satisfaction, Employee Productivity*

INTRODUCTION

The development of business life today is progressing very rapidly, especially in trading in retail companies. This can be seen from the increasing number of retail companies that are emerging in the hope that market leaders can attract the attention of consumers, so that competition in retail trade is getting tougher (Ghazmahadi et al., 2020; Mariam et al., 2023; Mulya & Ramli, 2023). Human resources play a very important role in managing this retail company business because it requires managerial readiness, which means that human resources (HR) have knowledge (both soft skills and hard skills) in managing retail businesses as well as sensitivity in seeing opportunities (Febriani et al., 2023; Mariam & Ramli, 2022; Utama et al., 2020). so they have the knowledge to survive in the retail business. This can be seen from the importance of human resources which influence the sustainability of the company (Khasanah et al., 2021; Mariam et al., 2021; Mariam & Ramli, 2019; Ramli, 2019b).

Productivity is a key aspect of a company in determining business sustainability in the future (Mariam & Ramli, 2020; Novarian & Ramli, 2020; Ramli, 2019a; Sukarno et al., 2020). To increase employee labor productivity, all organizations must pay attention to the factors that influence labor productivity (Mariam et al., 2022; Ramli, 2020b; Supiati et al., 2021). Employees are considered productive when they are able to deliver goods and services quickly and precisely according to predetermined goals (Dewi & Ramli, 2023; Imran et al., 2020; Mukti & Asmaroni, 2020). If an employee's labor productivity is high, then the employee can demonstrate and produce greater input results (Diatmono et al., 2020). Conversely, when employee productivity is low, employees are unable to produce the same results or production, and are even unable to achieve the goals and targets set by the company (Mulyadi et al., 2020; Rumaidlany et al., 2022; Setiawan & Nuridin, 2021; J. Steven et al., 2023).

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Apart from productivity, job satisfaction also plays an important role in the company's survival in the future (Bachtiar et al., 2023; Ramli et al., 2020; Ramli & Novariani, 2020). Job satisfaction is an important factor that must be formed while working. Highly productive employees find their work enjoyable, while those with low job satisfaction find their work boring, which puts them under pressure (Imran et al., 2020; Mariam et al., 2020; Nabella et al., 2021; Sylvyani & Ramli, 2023; Takaya et al., 2020). Job satisfaction can also be the force and driving force behind employee behavior, because when employees are very satisfied with the company, they tend to work harder, be responsible, help other colleagues, and talk positive things about the company (Nurdiansyah et al., 2020; Rizky et al., 2023; Sholikhah & Frianto, 2022).

Another factor that plays an important role in company sustainability is employee motivation. Syahrial et al. (2016) said that every employee at work needs motivation within himself which can create enthusiasm and joy at work. Motivation also creates in employees a desire to do their work, to become active, productive and creative workers to achieve maximum work results from within and from outside to do the work that is possible, resulting in better performance (Andriani & Widiawati, 2017; Ramli, 2020a; Ramli & Mariam, 2020; Situmorang et al., 2023). The most important benefit of motivation is that it raises work enthusiasm, thereby increasing work productivity. This is because the more motivated we are, the faster we will try to complete our work with quality according to predetermined standards (Liana, 2020; Meidiyanty et al., 2023; Mulya & Ramli, 2023; Yunus et al., 2023).

Another factor that has quite a big influence is salary. Low salaries can reduce employee work productivity and affect employee behavior and discipline in the workplace. Salaries that meet expectations can improve and increase employee work productivity which can push the organization forward to compete with other competitors (Harahap & Ramli, 2023; Mariam & Ramli, 2023; Rinaldi & Ramli, 2023; Salma & Ramli, 2023) (Agustini & Dewi, 2019). If this employee's salary is ignored by the company, it can cause various problems for the company, and the employee may be reluctant to work or try to move to another company with better welfare. In the end, the company is expected to be able to develop an appropriate salary system. The system must describe adequate salary offers for all types of work within the company (Irawan, 2018).

This research is related to the variables of employee work productivity, job satisfaction, motivation and salary which have been carried out previously. Where salary increases the perception of employee work motivation (Raine, 2022; Alam et al, 2020; Kampelmann et al, 2018; O'Connor, 2018; Vanchapo & Lewar, 2020) job satisfaction (Montera, 2021; Titania et al, 2021; Darma & Supriyanto, 2017; Mulyah et al, 2020) and Employee Work Productivity (Alam et al, 2020; Kim & Choi, 2018; Gunawan & Amalia, 2015; Kumbadewi et al, 2021). Employee work motivation influences employee work productivity (Olusadum & Anulika, 2018; Dina & Olowosoke, 2018; Putra et al, 2015; Evelyne et al, 2018; Octosatrio, 2018; Singh, 2016; Bao & Nizam, 2015; Kumbadewi et al., 2021) and employee job satisfaction (Yakup, 2017; Bahri & Nisa, 2017; Dewi & Dewi, 2015; Kartika & Kaihatu, 2010). Job satisfaction has an important role in employee work productivity (M. Said et al, 2017; Sururin et al, 2020). Salary affects employee work productivity through employee work motivation (Grabara, 2013; Alam et al, 2020; Evelyne et al, 2018; Bose, 2018; Klopotan et al, 2018) and through Job Satisfaction (Rampisela & Lumintang, 2020; Kumbadewi et al, 2021; Nabella et al, 2021).

Exploration regarding salaries in the manufacturing industry has been carried out by (Alam et al., 2020) However, this study only looks at salaries, employee motivation and employee work productivity in Bangladesh, specifically at RMG Bangladesh. In this research, I explored employee job satisfaction in retail companies in Indonesia, specifically in Tangerang. Because employee job satisfaction in Indonesia is still relatively lacking and weak due to the lack of appreciation, praise and support from superiors for the work they do. Where employee job satisfaction has a close and important relationship, how a person's behavior initiates, supports, strengthens and directs the work they do. The aim of this research is to fill the existing knowledge gap by exploring the influence of

employee job satisfaction, employee work motivation, salary and employee work productivity. 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 work productivity in the service sector.

Variable relationship between salary and employee work motivation

According to Raine (2022), salary level influences employee motivation, which varies according to the employee's industry context. Alam et al. (2020) shows that several studies mention the importance of salary in attracting and motivating good employees. In previous studies, Kampelmann et al. (2018) says that an employee's decision to join a company is influenced by the fact that salary motivates people (O'Connor, 2018). According to Vanchapo & Lewar (2020), his research shows that salary can influence work motivation which is related to several internal and external factors. Salary growth is proportional to the growth of factors related to it. In this research, the factor related to salary is work motivation. Frederick Winslow said that: "The basic concept of this theory is that people work when they receive material rewards for their tasks, managers determine how tasks are performed by employees, using a salary system to motivate employees. The more they do and produce, the higher their income will be." Based on the discussion above, the hypothetical context can be proposed as follows: H1: Salary has a positive effect on employee work motivation.

Variable relationship between salary and job satisfaction

Based on previous research by Montera (2021), salary has a positive and significant effect on employee job satisfaction. Research findings Montera (2021) in line with Titania et al. (2021) which states the same thing, namely that salary influences employee job satisfaction. This shows that the higher the salary an employee receives, the higher his job satisfaction. The same is true with research results Darma & Supriyanto (2017), where salary has a positive effect on employee job satisfaction. Direct and indirect salaries, if managed well, increase employee job satisfaction, which is actually very profitable for the company. Salary is a cost factor that can influence the competitive position of an institution. Apart from that, salary is also a tool for office management to increase and influence job satisfaction (Mulyah et al., 2020). According to Yuliana et al. (2020) also said that salary can play a role in increasing employee job satisfaction so that employees work more efficiently and effectively to improve performance, increase internal productivity and compensate for the lack of engagement and commitment that characterizes today's workforce. Based on the discussion above, the hypothetical context can be proposed as follows: H2: Salary has a positive effect on job satisfaction.

Variable relationship between employee work motivation and employee work productivity

Olusadum & Anulika (2018) said that the reason for employee performance can be seen in employee motivation. This theory is taken from interpersonal relationship theory. According to Dina & Olowosoke (2018), the level of employee motivation depends on the employee's work productivity. Employees cope well with higher productivity while performing tasks due to higher intrinsic motivation (Putra et al., 2017). Evelyne et al. (2018) Octosatrio (2018) suggested a direct positive relationship between achievement and motivation. According to Singh (2016) Bao & Nizam (2015) Employee performance is related to motivation. Based on the discussion above, the hypothetical context can be proposed as follows: H3: Employee work motivation has a positive effect on employee work productivity.

Variable relationship between job satisfaction and employee work productivity

Personal relationships, both between employees and between superiors and subordinates, can change employee job satisfaction into work motivation, even though employees are given goals or workloads. This research is strengthened by previous research, namely M. Said et al. (2017) who conducted research at PT Bank Mandiri (Persero) Tbk Manado Area. The research results show that differences in job satisfaction have a significant effect on labor productivity. Job satisfaction motivates employees for

better and higher productivity. Better productivity yields greater financial and psychological rewards. When these rewards are considered appropriate and fair, the result is greater satisfaction because employees feel appreciated for their work (Sururin et al., 2020). Ibrahim et al. (2022) states that job satisfaction is an important factor in work success which increases employee work efficiency or productivity in an organization. Based on the discussion above, the hypothetical context can be proposed as follows: H4: Job satisfaction has a positive effect on employee work productivity.

Variable relationship between salary and employee work productivity

Maslow's motivation theory suggests that employee work productivity levels are higher when salaries increase, causing better employee motivation and employees who are motivated to work more actively and relaxed. (Alam et al., 2020). Alam et al. (2020) which shows the relationship between higher salaries and a positive effect on employee work productivity. A similar study by Kim & Choi (2018) found that higher wages can increase productivity. According to Gunawan & Amalia (2015), the impact of salary on employee work productivity is sustainable. Kumbadewi et al. (2021) also states that the salary variable partially has a positive and significant effect on employee work productivity. Based on the discussion above, the hypothetical context can be proposed as follows: H5: Salary has a positive effect on employee work productivity.

Variable relationship between employee work motivation and job satisfaction

Yakup (2017) states that work motivation is a strong basis for each individual to map his abilities to achieve the expected needs and desires, fulfill the desired expectations, and job satisfaction can be felt by itself. Bahri & Nisa (2017) also stated that there are several motivational factors that influence job satisfaction, namely good salary, safe work, cooperative co-workers, and respect for the work done. Motivation is a driving factor for someone who will create work enthusiasm in employees. Employees who are well motivated will also experience good job satisfaction. The results of this research support the results of previous research, among others Goddess & Goddess (2015) Kartika & Kaihatu (2010) which shows that work motivation has a positive effect on job satisfaction. Based on the discussion above, the hypothetical context can be proposed as follows: H6: Employee work motivation has a positive effect on job satisfaction.

The variable relationship between salary and employee work productivity with the mediating role of employee work motivation

According to Grabara (2013) Employee performance, whether positively or negatively, is influenced by payroll management. As a result of demotivation, employee performance is caused by poor payroll management (Alam et al., 2020). Evelyne et al. (2018) Bose (2018) said that when basic needs are met, employees will be more motivated to improve employee performance further. These basic needs aim to encourage employee work motivation. Their performance is also influenced by salary. Not only that, high employee motivation is also influenced by salary (Klopotan et al., 2018). Alam et al. (2020) also said that the arguments given were based on Maslow's (1943) theory which generally explains that a person's motivation for their needs is naturally hierarchical and multilevel. A person will be promoted or upgraded to the highest self-actualization if the basic level requirements have been achieved. Apart from just meeting employees' basic needs, salaries are also assumed to be the company's effort to reward employees' efforts and energy. Based on the discussion above, the hypothetical context can be proposed as follows: H7: Salary has a positive effect on employee work productivity by mediating employee work motivation.

The variable relationship between salary and employee work productivity with the mediating role of job satisfaction

The relationship between salary variables and employee work productivity through job satisfaction has become a major concern for researchers and practitioners. Previous studies have indicated the existence of 2 relationships, namely a positive relationship and also a negative relationship between salary and employee work productivity. In research Kumbadewi et al. (2021) The research results show that the wage variable partially has a

positive and significant effect on employee productivity at UD Puji Jiwa Seni. Meanwhile in research Rampisela & Lumintang (2020) gives that result wages have a significant negative effect on employee work productivity. In the context of the other two variables, there are several factors outside those that have been researched, which give the results a significant negative influence, according to the assumptions in the research Rampisela & Lumintang (2020) explained that in the PT studied there were still many employees who continued to work at the company even though the job they received was concurrent with other jobs. Furthermore, job satisfaction can have a positive impact on employee work productivity (Nabella et al., 2021). Satisfied employees tend to have greater motivation to improve their performance within the company. This can happen because employee satisfaction reflects the fulfillment of their needs and expectations, which in turn results in loyalty to their performance within the company. In this context, job satisfaction acts as a mediator between the relationship between salary and employee work productivity. This means that job satisfaction acts as an intermediary that connects employees' perceived quality with their intention to provide the best for the company. When employees feel satisfied with the services provided by the company in the form of their rights, they are more likely to plan to provide the best to the company in the form of loyalty in the future. Based on the discussion above, the hypothetical context can be proposed as follows: H8: Salary has a positive effect on employee work productivity, mediated by job satisfaction.

METHODS

In this research, measurements related to the variables studied were adopted from previous research. Where we use a Likert scale with a scale of 1-4 (strongly disagree to strongly agree). This research measures all model constructs, such as salary, job satisfaction, employee work motivation and employee work productivity. The measurement of this variable consists of three dimensions adapted from Alam et al. (2020) namely for the salary variable using 4 statements, the employee work motivation variable using 6 statements, and the employee work productivity variable using 7 statements and adapted from Princess & Authority (2016) one dimension, namely the job satisfaction variable, uses 5 statements. The total statements in this research questionnaire are 22 items, and can be seen in more detail in appendix 2 (operational variables) and appendix 3 (questionnaire).

Data collection in this research used a survey method by distributing questionnaires online via the Google Form application. The sample for this research was selected using a purposive sampling method at retail companies. The criteria for respondents are employees who have worked in retail companies for 1 year. The population was obtained from employees of retail companies spread across Tangerang. Determining the sample size in this study refers to the statement Hair et al. (2021) that the number of samples as respondents must be adjusted to the number of question indicators used in the questionnaire with the assumption of $n \geq 5$ observed variables (indicators). In this research, there are 22 questions in this research questionnaire, so the required sample size is 110 respondents. This study is quantitative research using the Partial Least Square-Structural Equation Model (PLS-SEM) method. Based on pre-test data processing, researchers conducted validity and reliability tests with factor analysis using 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 above 0.5 indicate that factor analysis is appropriate. The reliability test uses Cronbach's Alpha measurement. A Cronbach's Alpha value that is close to 1 indicates that the reliability of the test is getting better.

FINDING AND RESULTS

This research was carried out by distributing questionnaires online via Google Form. Demographic data from 110 respondents showed that 56.6% were women while the remaining 43.4% were men. The majority of ages in this research sample ranged from 19-

24 years, 59.1%. In this study, most respondents' status was unmarried with a total of 68.8%. Meanwhile, the educational background in this sample has three levels, namely SMA/SMK, Diploma, and Bachelor's Degree. The highest number of three SMA/SMK graduates is with a total percentage of 63.6%.

Validity and Reliability Test (pretest)

Validity and reliability tests have been carried out using pretest data obtained from 30 respondents. Validity and reliability tests are seen from the Kaiser Mayer Olkin (KMO) and Measure of Sampling Adequacy (MSA) measurement values. It can be said to be valid if the KMO and MSA values are greater than 0.50. In this study, the overall KMO value for each variable was 0.882 to 0.914 and the MSA value in this study was 0.739 to 0.940. 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 0.915 to 0.953, meaning that all the variables proposed in this study are reliable.

Test Outer Model

The following are the results of the outer model test from 110 respondents:

Table1. Test Outer Model(Outer Loading)

Items	Loading Factor	Information
Wages		
G1	0.690	Valid
G2	0.773	Valid
G3	0.744	Valid
G4	0.629	Valid
Job satisfaction		
KK1	0.734	Valid
KK2	0.718	Valid
KK3	0.782	Valid
KK4	0.631	Valid
KK5	0.799	Valid
Employee Work Motivation		
MK1	0.739	Valid
MK2	0.657	Valid
MK3	0.688	Valid
MK4	0.658	Valid
MK5	0.809	Valid
MK6	0.718	Valid
Employee Work Productivity		
PK1	0.789	Valid
PK2	0.752	Valid
PK3	0.762	Valid
PK4	0.766	Valid
PK5	0.531	Valid
PK6	0.787	Valid
PK7	0.560	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 study produced an outer loading value of more than 0.7, namely a value of (0.718 - 0.809), which means that the indicator is declared valid and ideal for each variable. Meanwhile, according to Chin (1998) The outer loading value

(0.531 – 0.690) is maintained because it is considered sufficient to meet the Average Validity Extracted (AVE) requirements.

Table2. Test Outer Model (CA, CR, AVE)

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted(AVE)
Wages	0.675	0.803	0.506
Job satisfaction	0.785	0.854	0.541
Employee Work Motivation	0.806	0.861	0.509
Employee Work Productivity	0.833	0.877	0.510

Source: 2023 Smart-PLS Data Processing Results

Furthermore, the results of data processing with Average Validity Extracted (AVE) values > 0.5 and *Composite Reliability* > 0.7 then the data processing results can be declared ideal and reliable (Hair et al., 2021). 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., 2021). The output results obtained from processing this research data show that the Cronbach's Alpha value (0.675 – 0.833) is considered ideal and reliable. Meanwhile, the Composite Reliability value (0.803 – 0.877) was declared acceptable and *Average Validity Extracted* (AVE) has a value of (0.506 – 0.541) which is also declared valid and ideal.

Discriminant Validity Test

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. The results of the cross loading values can be seen in Appendix 5.

Coefficient of Determination (R square test)

The following are the results of the coefficient of determination from 110 respondents:

Table3. Coefficient of Determination

Variable	R Square
Job satisfaction	0.657
Employee Work Motivation	0.483
Employee Work Productivity	0.619

Source: 2023 Smart-PLS Data Processing Results

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 work motivation influenced by the salary variable, with a value of $R^2 = 0.483$. Thus it can be interpreted that 48.3% of the variance of employee work motivation can be explained by salary, while the remaining 51.7% can be explained by other variables not included in this study. The next analysis is variable employee work productivity influenced by the salary variable with an R^2 value of 0.619. This represents 61.9% of the variance employee work productivity can be explained by salary, while the remaining 38.1% can be explained by other variables not included in this study. Next is variable analysis Job satisfaction jointly influenced by variable employee work motivation and employee work productivity with an R^2 value of 0.657. These results show 65.7% of the variance job satisfaction can be explained by employee work motivation and employee work productivity, and the remaining 34.3% can be explained by other variables not included in this study.

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 Test Results

Hypothesis	Statement	Original Sample	Sample Mean	T Statistics (O/STDEV)	P Value	Information
H1	Salary has a positive effect on employee work motivation.	0.695	0.701	11,131	0,000	Supported Hypothesis
H2	Salary has a positive effect on job satisfaction.	0.359	0.344	3,115	0.002	Supported Hypothesis
H3	Employee work motivation has a positive effect on employee work productivity.	0.336	0.328	2,668	0.007	Supported Hypothesis
H4	Job satisfaction has a positive effect on employee work productivity.	0.458	0.457	3,594	0,000	Supported Hypothesis
H5	Salary has a positive effect on employee work productivity.	0.051	0.071	0.423	0.672	Hypothesis Not Supported
H6	Employee work motivation has a positive effect on job satisfaction.	0.519	0.533	5,053	0,000	Supported Hypothesis
H7	Salary has a positive effect on employee work productivity by mediating employee work motivation.	0.234	0.228	2,654	0.008	Supported Hypothesis
H8	Salary has a positive effect on employee work productivity by mediating job satisfaction.	0.164	0.155	2,495	0.013	Supported Hypothesis

Source: 2023 Smart-PLS Data Processing Results

Based on the hypothesis testing table above, it is known that the proposed hypothesis has a positive influence, except for H5. Where in testing hypothesis 5 the results obtained were T statistics $0.423 < 1.960$ with a P Value of $0.672 > 0.05$. Therefore, wages has a positive but not significant effect on employee work productivity, this hypothesis cannot be accepted.

Discussion

A retail company is a business that has one or more functions that add value to products and services for consumers, both for family and personal needs. Retail companies also sell products or services based on consumer needs based on prevailing market conditions. Because consumer demand always changes from time to time. Retail companies are also businesses with a very wide market area. The marketing target of retail

companies is the end consumer of the supply chain. Therefore, researchers are interested in researching employees who work at retail companies in Tangerang only. In this way researchers can conclude several test results.

Tests on the influence of salary on employee work motivation were confirmed to have positive results. Basically, retail company employees work when they receive material rewards for their tasks, retail company managers determine how tasks are performed by employees, using a salary system to motivate employees. The more they do and produce, the higher the income they get (Vanchapo & Lewar, 2020). Thus, the results of testing this hypothesis can be supported by previous research which proves a positive relationship between salary and employee work motivation (Raine, 2022).

Salary Testing can encourage Job Satisfaction in employees. Because basically retail companies really pay attention to salaries for their employees, where the salaries given by the company to employees can increase employee job satisfaction which is actually very profitable for the company. (Mulyah et al., 2020). The results of hypothesis testing are in line with previous research which proves that salary positively influences job satisfaction (Montera, 2021).

Testing Employee Work Motivation on Employee Work Productivity which has good results, where work motivation for retail company employees depends on the employee's work productivity. If employees carry out their duties well, it can be said that the employee has high work motivation (Putra et al., 2017). The results of this test are the same as previous research which proves that employee work motivation has a positive relationship with employee productivity (Dina & Olowosoke, 2018).

Testing on Job Satisfaction can encourage employee work productivity. Job satisfaction among retail company employees is an important factor in increasing employee work productivity in a job. With this satisfaction, retail company employees will feel motivated to increase better productivity. When productivity is better it will produce greater financial and psychological rewards (M. Said et al., 2017). In this way, this research is in line with research Ibrahim et al. (2022) which proves that Job Satisfaction has a positive effect on Employee Work Productivity.

Furthermore, testing on salary has no effect on employee work productivity. According to Rampisela & Lumintang (2020) This happens because the salaries received by retail company employees do not match the results obtained by the employees, such as the company does not provide THR every year on a regular basis. In the context of productivity, retail company employees prefer to work focused without discussing things outside of work with other people, because the majority of retail company employees are women aged 19-24 years and are not married. So from the discussion above, it can be said that employees in retail companies prefer to work in accordance with standard operating procedures (SOP) that have been determined by the company. So whatever salary they get, they will work according to the SOP that has been determined. Thus, the salary is declared not in line with the research results Alam et al. (2020) which proves that salary has a significant and positive influence on employee work productivity.

Testing Employee Work Motivation on Job Satisfaction. Where work motivation is one of the driving factors for retail company employees. Employees who are well motivated will also experience good job satisfaction. With employee satisfaction, it will create enthusiasm for work in retail company employees (Bahri & Nisa, 2017). The results of this research are in line with previous research Goddess & Goddess (2015) which states that Employee Work Motivation and Job Satisfaction have a significant and positive influence.

Next, testing Salary on Employee Work Productivity through Employee Work Motivation. When the basic needs of retail company employees are met, employees will be more motivated to improve their employee performance further. These basic needs aim to encourage and motivate employee work. Their performance is also influenced by salary (Klopotan et al., 2018). Not only that, high employee motivation is also influenced by salary. The results of this research are in line with previous research Alam et al. (2020) which states that employee salaries and work productivity have a significant and

positive influence through employee work motivation. Finally, there is a test of salary on employee work productivity through job satisfaction. When retail company employees feel satisfied with the services provided by the company in the form of their rights or their salaries, then they will plan to give the best to the company in the form of their productivity in the future. (Nabella et al., 2021). The results of this research are in line with previous research Kumbadewi et al. (2021) which states that employee salaries and work productivity have a significant and positive influence through job satisfaction.

CONCLUSION

This research examines the influence of salary on employee work productivity by mediating employee work motivation and job satisfaction using employee preferences in retail companies in the Tangerang area as research objects. Researchers used several variables such as Employee Work Productivity, Job Satisfaction, Employee Work Motivation, and Salary. All variables are acceptable except salary, which does not have a positive influence on employee work productivity, because there are several possibilities, one of which is that employees work according to the SOP that has been determined by the company. So whatever salary they get, they will continue to work according to the applicable SOPs that have been determined by the company. So this can affect the work productivity of retail company employees.

In this research there are several limitations, namely that this research only discusses salary variables, employee work motivation, job satisfaction and employee work productivity. This research was also only conducted in the Tangerang area. If the scope of the research area can be expanded further with a different number of samples, the results obtained will also be different. Suggestions for future researchers who will conduct research similar to this research, it is hoped that researchers can add other variables outside of the variables in this research such as work life balance, performance perceptions, work stress, work environment and employee welfare. Apart from that, future researchers can also use analytical tools such as Amos or Lisrel, and future researchers can also expand the scope of research areas and use different age and income characteristics.

The findings of this study provide information about the importance of understanding how salary influences employee work productivity by mediating employee work motivation and job satisfaction in retail companies in Tangerang. This research can help retail company employees in terms of salaries, work motivation, job satisfaction and work productivity so that they pay more attention to the company. By providing the company with THR every year on a regular basis, providing promotion opportunities to employees who have been active in working, and then providing training to all employees for free, then employees can work optimally. Employees will feel motivated and get encouragement at work, so employees will feel satisfied and can improve their performance. Employees will feel satisfied and can improve their performance.

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