p-ISSN 2964-6316 e-ISSN 2961-8029

Journal Islamic Business and Enterpreneurship

http://ejournal.uniramalanga.ac.id/index.php/jibe

Volume 4 Number 1. April 2025. 34 – 44

The Influence of Leadership, Competence, and Work Environment on Employee Productivity Increase at PT Rascar Auto Sport Palembang

Raisa Ananda Putri[1,✉], Mohammad Kurniawan DP[2], Yeni[3]

[1,2,3] Indo Global Mandiri Palembang, Indonesia

Received: Mart 19, 2025 Accepted: April 16, 2025 Published: April 30, 2025

DOI : https://doi.org/10.33379/jibe.v4i1.6789

Abstract

This study aims to analyze the impact of leadership, competence, and work environment on the productivity of employees of PT Rascar Auto Sport Palembang. This type of research is quantitative descriptive. The technique of determining the number of samples used saturated sampling with a total of 90 respondents. Data analysis used data quality test, classical assumption test, and multiple linear regression analysis with t-test (partial), F test (simultaneous), and R test. The results of the study show that leadership has a positive and significant effect on the productivity of PT Rascar Auto Sport Palembang employees. Competence has a positive and significant effect on the productivity of PT Rascar Auto Sport Palembang employees. The work environment does not have a positive and significant effect on the productivity of PT Rascar Auto Sport Palembang employees. Leadership, competence and work environment simultaneously have a positive and significant effect on the productivity of PT Rascar Auto Sport Palembang employees. The correlation value results for the variables Leadership, Competence, and work environment related to employee productivity (Y) were positive.

Keywords: Leadership, Competence, Work Environment, employee productivity

Abstrak

Penelitian ini bertujuan untuk menganalisis dampak leadership, kompetensi, dan work environment berpengaruh dan signifikan terhadap produktivitas karyawan PT Rascar Auto Sport Palembang. Jenis penelitian ini adalah deskriptif kuantitatif. Teknik penentuan jumlah sampel menggunakan sampling jenuh dengan jumlah sampel penelitian sebanyak 90 responden. Analisis data menggunakan uji kualitas data, uji asumsi klasik, dan analisis regresi linear berganda dengan uji t (parsial), uji F (simultan), dan uji R. Hasil penelitian menunjukkan bahwa leadership berpengaruh positif dan signifikan terhadap produktivitas karyawan PT Rascar Auto Sport Palembang. Kompetensi berpengaruh positif dan signifikan terhadap produktivitas karyawan PT Rascar Auto Sport Palembang. Work environment tidak berpengaruh secara positif dan signifikan terhadap Produktivitas karyawan PT Rascar Auto Sport Palembang. Leadership, kompetensi dan work environment secara simultan berpengaruh positif dan signifikan terhadap produktivitas karyawan PT Rascar Auto Sport Palembang. Hasil nilai korelasi untuk variabel Leadership, Kompetensi, dan work environment hubungannya dengan produktivitas karyawan (Y) hubungannya adalah positif.

Kata kunci: Leadership, Kompetensi, Work Environment, produktivitas karyawan

✉*Corresponding Author: Raisa Ananda Putri*

Affiliation Address: Jl. Jend. Sudirman Km.4 No. 62, 20 Ilir D. IV, Kec. Ilir Tim. I, Kota Palembang, Sumatera Selatan 30129

E-mail: Raisaap028@gmail.com

INTRODUCTION

In today's current era, human resource (HR) issues are in the spotlight and a focus for companies to survive. Because human resources are the main role in every company activity (Hasibuan et al., 2022). The large number of human resources currently owned requires the management of large companies in Indonesia to think about how to utilize human resources optimally so that there are qualified employees (Lestari et al., 2021). Companies or organizations realize that the role of human resources for the achievement of goals is inevitable, but the human resources in question are a workforce that is globally competitive and masters technology so that it can help improve organizational performance (Rohmat, 2020).

Human resource management is inseparable from the employee factor who is expected to work as best as possible to achieve the company's goals (Eksan & Dharmawan, 2020). Furthermore, the quality and usage of an organization's human resources have a significant impact on its advancement or decline. Human resource management is critical to an organization's growth. (Kurniawan, 2018). Qualified human resources can be seen from the educational background, training followed, skills stated in the implementation of tasks and job descriptions (Malikhah et al., 2023).

Companies in general are established with the aim of making a profit, so one of the aspects that must be considered to realize this is the workforce. Human beings as labor cannot be equated with other factors of production, because human beings have thoughts, feelings, desires and needs to increase productivity (Sarita, 2022). Work productivity in general is the relationship between results (labor and products) and information (work, materials, cash). Some of the factors that affect the level of work productivity include leadership, work environment and working hours needed to achieve work productivity to achieve company goals (Pramono, 2020).

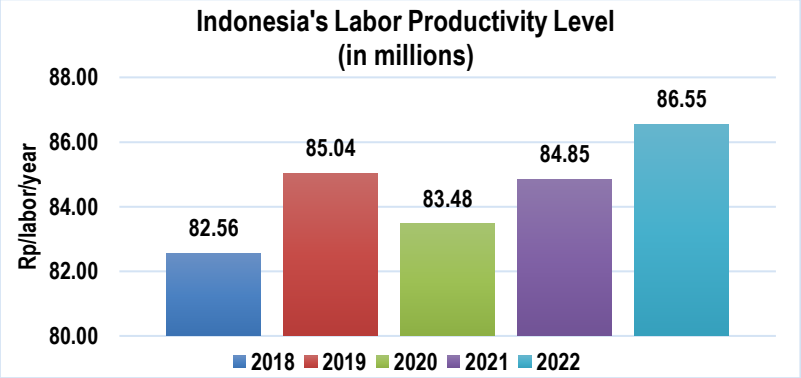

Figure 1. Indonesian Labor Productivity Level (2018-2022)
Source: databoks.katadata.co.id, 2023

Based on figure 1, it is explained that in 2018 Indonesia's productivity figure reached Rp 82.56 million per workforce per year. In 2021, productivity began to rise again, until it was able to reach Rp 86.55 million per workforce per year in 2022, the highest record in the last five years. If calculated cumulatively, during the 2018-2022 period, Indonesia's labor productivity has increased by 4.8% (Ahdiat, 2023).

Employee work productivity is greatly required in an organization or company, in order to meet work objectives and keep the firm running smoothly (Setiarlan et al., 2021). In carrying out its tasks, the corporation undoubtedly wishes to achieve optimal outcomes that personnel may give by leveraging all current potentials (Zulfikar et al., 2022). Several factors that affect the work productivity of respondents include knowledge, skills, abilities and attitudes. In addition, productivity is influenced by leadership, competence, and suitability of the work environment.

Leadership is the key to resource management to sustain the organization in the future (Ningsih & Suryosukmono, 2024). According to (Jumady, 2020) Leadership is an

activity that influences respondents to be directed to achieve organizational goals. The respondents of the company leaders have great expectations, so that their employees can always improve their work productivity, because the leadership of the respondents must be able to encourage their employees more effectively and efficiently in carrying out their responsibilities for their work (Waskito & Kartini, 2021).

The research was conducted by (Malikhah et al., 2023) demonstrated the Leadership variable has a favorable and considerable impact on the work productivity of small and medium-sized company players in Pematang Serai Village. Additional study done by (Sarita, 2022) Leadership style has a favorable and considerable impact on staff work productivity at UD Bagong Kediri. Departing from the study done by (Jumady, 2020) Leadership has a negative and severe impact on workforce productivity. In order for the organization to achieve maximum outcomes, it is also vital to have a strong basis, namely in the form of competence.

Competence is a set of knowledge, skills and behaviors of respondents that are used to improve the performance or status and also the quality of respondents in completing their work (Aisyah et al., 2022). Human resource capacity in labor productivity can be seen from the level of capacity of reality in planning human resources, this can be seen from the image that the skills of knowledge and expertise tend to be more practical and compared to the surface of one of the characteristics that employees have (Arief & Nisak, 2022).

The research was conducted by (Eksan & Dharmawan, 2020) that the improvement of Competence will encourage increasing employee work productivity. Other research conducted by (Setiarlan et al., 2021) that the influence of Competence and transformational leadership on the work productivity of PT Jasa Swadaya Utama employees. On the other hand, research by (Aisyah et al., 2022) Competence has no effect on work productivity in employees, so if the employee's respondent competence is high, it does not necessarily affect their work productivity, and vice versa. (Arief & Nisak, 2022) states that Competence has no partial effect on employee productivity.

To increase work productivity in a company, it is necessary to create comfortable environmental conditions (work environment) (Fathussyaadah & Ardiansyah, 2020). A comfortable, healthy, and clean work environment may boost employee productivity and performance. Employees use the work environment to perform their daily tasks. A supportive work atmosphere will provide employees a sense of belonging at work. A pleasant work atmosphere will motivate people to get job done successfully and efficiently (Nugroho, 2021).

The research was conducted by (Fathussyaadah & Ardiansyah, 2020) that there is a significant influence between work envoriment on work productivity. Other research conducted by (Suprapto et al., 2023) that work envoriment to Work Productivity is included in the Medium category. To achieve the desired level of productivity, companies must emphasize on work envoriment processing. On the other hand, research (Berlian & Rafida, 2022) stated that work envoriment has no positive and insignificant influence on the work productivity of PT Winaros Kawula Bahari.

A working environment is considered acceptable or adequate if humans can do tasks optimally, healthily, securely, and comfortably. Over time, the appropriateness of the work environment becomes apparent. The work environment is a critical component in employees carrying out job activities (Parashakti & Noviyanti, 2021). In addition, by presenting a good work environment, it can meet the demands of employees, which will have a big impact on work productivity. Leaders must have knowledge of the work environment planned for the organization in order to be able to plan the workplace effectively (Tarigan et al., 2022).

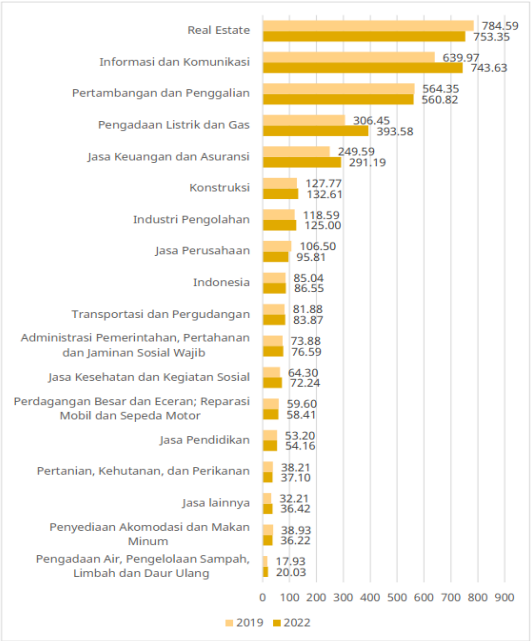

Figure 2. Sectoral Labor Productivity in Indonesia, 2019 and 2022
Source: Kementerian Ketenagakerjaan RI, 2024

Based on figure 2. explained that the property developer, information and telecommunications, and mining and quarrying sectors were consistently the three sectors with the highest levels of productivity both before (2019) and after the pandemic (2022). Comparing the conditions of sectoral productivity before and after the COVID-19 pandemic, a number of sectors are seen to have experienced a significant increase in productivity. For example, the Financial Services and Insurance sector, Electricity and Gas Procurement, and Information and Communication.

PT Rascar Auto Sport Palembang is a company in the automotive sector located at Jl Karya I, Griya Cipta Pratama Lebong Gajah Sematang Bresponden Housing, Sako, Sako District, Palembang City, South Sumatra 30961. This company is engaged in services, namely the manufacture of trellis bumpers, fences. For the priority of this company is the field of car bumpers. For its manufacture, namely car bumpers, towings, winches, and various variations and car accessories.

During the survey to the location of PT Rascar Auto Sport Palembang has a problem with Leadership, namely the head of the workshop is busy with the work being done so that it does not motivate employees to complete the work results. In addition, the leadership does not guide employees in every job done. In this case, effective leaders should be able to grow, motivate, and guide employees so that their work can be carried out properly. Problems in Employee Competence at PT Rascar Auto Sport Palembang is an employee who often delegates his duties or work to other employees who have more skills so that it takes a long time to complete the task. Many employees who are not experts are forced to do work. In addition, employees are not fast or agile in working because they are always waiting for orders from their superiors. Employees also only focus information from the leadership in taking their duties, there is no initiative of their own to first take what is their duty. Problems in the work environment, based on the results of surveys in the field, there are several facts. The workspace in the cashier and other administrative departments in one room and administrative equipment such as computers and printers still use old products so they look space-consuming and less modern. There is no special parking for employees so that it mixes with consumers.

Based on the information presented above, various factors influence employee productivity in the workplace, including leadership, competence, and work environment. The purpose of this research is to 1) determine and assess the impact of leadership on boosting staff productivity at PT Rascar Auto Sport Palembang. 2) To understand and

assess the role of competence in boosting staff productivity at PT Rascar Auto Sport Palembang. 3) Determine and assess the impact of the work environment on enhancing staff productivity at PT Rascar Auto Sport Palembang.

METHODS

This style of study is quantitative descriptive. The focus of this study is limited to variables relating to leadership, work environment, and employee productivity at PT Rascar Auto Sport Palembang. Population is a generalization area consisting of items, subjects that have specific quantities and qualities established by the researcher to be investigated, then conclusions are produced (Sugiyono, 2022). The general population in this study consists of all workers of PT Rascar Auto Sport Palembang. There are up to 90 employees at PT Rascar Auto Sport Palembang. Data for this study were collected via questionnaires, observations, and documentation. Data was analyzed using the coefficient of determination test (R2), simultaneous test (test f), and partial test (test t) (Ghozali, 2018).

Table 1. Operational Definition

Variable	Variable definition	Indicators
Leadership (X1)	Leadership is an important component in an organization, without eliminating the importance of other components in an organization, because the leadership of a respondent can color the organization he leads (Indrawati & Sembiring, 2020)	1. Ability to make decisions. 2. Ability to motivate. 3. Communication skills. 4. Ability to control subordinates. 5. Responsibility. 6. Ability to control emotions.
Competence (X2)	Competence is the capacity to carry out or accomplish a job or task based on skills and knowledge and backed by the work attitude required by the job (Pratama & Permatasari, 2021)	1. Knowledge. 2. Skills. 3. Behaviour.
Work environment (X3)	The working environment is that all employees can assign them to perform their functions, the first thing to try to improve the performance of employees is to ensure that employees can perform their duties without having to go through stress or in other words, the agency must provide a good working environment for their employees (Manihuruk & Tirtayasa, 2020).	1. Lighting. 2. Color. 3. Air. 4. Flare.
Employee Productivity (Y)	Employee productivity is a benchmark of whether employees in the production process use their abilities to the maximum to achieve constant company output in order to achieve (Berlian & Rafida, 2022)	1. Quantity of work. 2. Quality of work. 3. Timeliness.

FINDINGS AND DISCUSSION

Multiple Linear Regression

Table 2. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	4.345	2.054		2.115	.037		
Leadership	.352	.051	.497	6.887	.000	.557	1.796
Kompetensi	.212	.096	.246	2.222	.029	.237	4.225
Work Environment	.182	.095	.223	1.926	.057	.217	4.600

The regression coefficient for the leadership variable (X1) is 0.357 and has a positive sign, indicating that leadership (X1) has a one-way impact on employee productivity. This may be viewed as if adding one leadership unit (X1) increases employee productivity by 0.357, providing all other factors remain constant. The regression coefficient for the Competency variable (X2) is 0.212 and is positive, indicating that competence (X2) has a one-way impact on employee productivity. This may be understood as if every addition of one competence unit (X2) increases employee productivity by 0.212, given that the other variables are regarded constant. The regression coefficient for the variable work environment (X3) is 0.182 and is positive, indicating that the work environment (X3) has a one-way impact on employee productivity. This may be viewed as if every addition of one work environment unit (X3) increases employee productivity by 0.182, given that all other factors remain constant. Thus, the multiple linear regression equation is derived as follows:

Y= 4,345 +0,352leadership +0,212competence + 0,182Work Environment + e.

Partial Test (t-Test)

Table 3 Results of Test Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.345	2.054		2.115	.037
Leadership	.352	.051	.497	6.887	.000
Competence	.212	.096	.246	2.222	.029
Work Environment	.182	.095	.223	1.926	.057

Based on the SPSS version 25 coefficient output table above, the Leadership variable (X1) has a significance value (Sig) of 0.000. Sig. 0.000 indicates a probability of less than 0.05. It is possible to deduce that the leadership variable (X1) influences staff productivity (Y). The value for the Competency variable (X2) is 0.029. With a significance level of 0.029, the probability is 0.05. It is determined that the competence variable (X2) influences employee productivity (Y). The work environment variable (X3) has a value of 0.057.

From the Sig. value of 0.057, the probability is 0.05. It was established that there was no effect between the work environment (X3) and employee productivity (Y) factors.

Simultaneous Test (Test F)

Table 4 Results of Test Analysis F (Anova)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	589.055	3	196.352	86.184	.000
Residual	195.933	86	2.278		
Total	784.989	89			

According to table 4, the significant value of the combined impact of leadership (X1), competence (X2), and work environment (X3) on Y is Fcal 86.184 > Ftable 2.71, indicating that H3 is accepted. This implies that leadership (X1), competency (X2), and work environment (X3) all have an impact on employee productivity (Y).

Correlation Coefficient (R)

Table 5 Correlation Coefficient Test

Model	R	RSquare	Adjusted RSquare	Std. Error of the Estimate
1	.866	.750	.742	1.50940

On the basis of Table 5 of the correlation values for the leadership of variables (x1), capacity (x2) and working environment (x3), affecting the productivity of employees (Y) is 0.886, the influence is positive, meaning that it is more likely to lead, capacity and working environment developed by PT Rascar Auto Sport Palembang, the productivity of the staff increases and is included in the "Very strong" category.

Coefficient of Determination (R^2)

According to the results in table 4.15, the corrected RSquare is 0.742, indicating that the total effect of variables X1 and X2 on Y is 74.2%. In addition to the independent factors of leadership (X1), competency (X2), and work environment (X3), additional variables impacted the remaining 25.8%.

The Influence of Leadership on Employee Productivity

A leader who plays a role in providing motivation and being able to make changes for the better is something that is indispensable in a company considering that the presence of a leader is expected to influence individuals and groups to be able to work optimally to achieve the company's targets and goals. Leadership motivates subordinates to do better, in other ways it can increase the trust or self-confidence of subordinates which will affect employee work productivity. With a leader who is able to understand employees, employees will feel happy and challenged to do better to get the maximum possible results.

Research conducted by (Waskito & Kartini, 2021) there is an influence and significant leadership on the work productivity (Y) of production employees at PT Trimuri Karya Cipta. Research conducted by (Lilia et al., 2020) the results of the calculation of the hypothesis test partially show that leadership has a positive and significant effect on productivity. Transformational leadership is needed by employees because they have the integrity to change perspectives. The implementation of organizational culture is carried out through empowerment and a culture with positive values that can be followed by all members of the organization.

The Effect of Competence on Employee Productivity

Competence is a person's ability or capability to accomplish numerous duties in a career, which is defined by both intellectual and physical characteristics. Competence may help you develop and extend your job skills. The more a person performs the same task, the more proficient and efficient he or she becomes. The more types of job a person

undertakes, the deeper and more complete his work experience develops, allowing for an improvement in his or her performance (Eksan & Dharmawan, 2020).

The results of the study show that an increase in competence will encourage increasing employee work productivity. This is because employees have extensive knowledge, in accordance with the field they are working on, can explain products well, have reliable, trustworthy skills, skills that are relevant to the task, obey applicable regulations, are responsible for the workload, and always evaluate the results of their work. In the Competency variable, (Eksan & Dharmawan, 2020) It was discovered that competence has a good and considerable impact on the job productivity of employees at PT Astra International Tbk Daihatsu, Tbk Cibubur. Research was also carried out by (Hasibuan et al., 2022) that Competence has a favorable influence on the productivity of PT personnel. The International Electronic PCI is 48.71%, which falls under the middle group.

The Influence of Work Environment on Employee Productivity

The study found that the work environment variable had no significant influence on the job productivity of employees at PT Rascar Auto Sport Palembang. This is because the working environment at PT Rascar Auto Sport Palembang has a little impact on staff productivity. Employees believe that the work environment has little effect, workspaces that are piled up in one room in the cashier and other administrative departments. Administrative equipment such as computers and printers still use old products so they look space-consuming and less modern. There is no special parking for employees so that it mixes with consumers, besides that employees are used to working in a noisy and noisy environment.

The results of the study were conducted by (Rampisela & Lumintang, 2020) demonstrated the work environment variable had no significant influence on the job productivity of PT Dayana Cipta personnel. This is due to the working environment of PT Dayana Cipta Manado, which does not have a substantial effect on staff productivity. The impact of the work environment is negligible since, according to employees, an excessively cool air temperature in the workplace causes employees to fall asleep, and while working at night, the air temperature drops, causing employees to feel chilly while working. Additional study done by (Fathussyaadah & Ardiansyah, 2020) that there is a less substantial connection between the work environment and job productivity; this is driven by the components of the work environment that do not operate properly, particularly the unpredictable temperature of the filling room workstation.

The Influence of Leadership, Competence, and Work Environment on Employee Productivity

Based on the results of the questionnaire distributed and processed by SPSS version 25, it shows in four measured variables, namely leaders (X1), capacity (X2), and variables of the working environment (x3), it produces the productivity data of the staff at the PT Rascar Auto Sport Palembang, has a time value that led to the declaration that many people were asked to vote agreed, so the productivity of the staff at the PT Rascar Auto Sport Palembang has excellent productivity. For the key value of FCAL variables> Ftable X1 and X2 combined for Y is 0,000 provided 2.71, therefore it can be inferred that all variables have a favorable influence on staff productivity at PT Rascar Auto Sport Palembang.

The overall influence of the factors leadership (X1), competence (X2), and work environment (X3) on employee productivity (Y) was judged to be favorable. According to the rationale provided above, the growth of leadership (X1), competency (X2), and work environment (X3) factors is positive. The amount of effect of the Leadership variable on employee productivity is pretty strong in this situation since the R value is between 0.20 and 0.339, which is 0.742 or 74.2% (high). According to the research, PT Rascar Auto Sport Palembang's leadership, competency, and work environment contribute 74.2% to

employee productivity. While the remaining 25.8% was impacted by other factors that were not investigated in this study.

CONCLUSION

Leadership (X1) has a significant impact on staff productivity at PT Rascar Auto Sport Palembang, as evidenced by a tcal value of 3,772 > a ttable of 1.99 and a significance level of 0.000 < 0.05. The results show that Competence (X2) has an impact on employee productivity at PT Rascar Auto Sport Palembang, with a tcal value of 2,908 > a ttable of 1.99, a significance level of 0.000, and a probability of 0.05. The work environment (X3) has a significant impact on employee productivity at PT Rascar Auto Sport Palembang, as evidenced by a tcal value of 1,926 < ttable of 1.99 and a significance level of 0.057 > probability of 0.05. The F test revealed a significant effect of leadership (X1), competency (X2), and work environment (X3), with a value of 19.627 compared to 3.08 and a significance level of 0.000 < 005. At PT Rascar Auto Sport Palembang, employee productivity (Y) is positively and significantly influenced by leadership (X1), competence (X2), and work environment (X3). The determination coefficient (R2) test returned a value of 0.742. As a result, the factors leadership (X1), competency (X2), and work environment (X3) may explain employee productivity (Y) by 74.2%, with the remaining 25.8% impacted by other variables.

REFERENCES

Aisyah, A. N., Pinkan, F. N., Danianta, P. B., & Balgies, S. (2022). Pengaruh Pengalaman dan Kompetensi Terhadap Produktivitas Kerja. *Research Journal of Accounting and Business Management*, *5*(2), 86. https://doi.org/10.31293/rjabm.v5i2.5642

Arief, M. Y., & Nisak, M. (2022). Pengaruh Prosedur Kerja, Kompetensi, dan Kepuasan Kerja terhadap Produktivitas Kerja Karyawan PG. Asembagoes. *J-MAS (Jurnal Manajemen Dan Sains)*, *7*(1), 386. https://doi.org/10.33087/jmas.v7i1.349

Berlian, B., & Rafida, V. (2022). Pengaruh Motivasi Kerja, Kompensasi, Dan Lingkungan Kerja Terhadap Produktivitas Karyawan di PT Winaros Kawula Bahari Beji-Pasuruan. *Jurnal Pendidikan Administrasi Perkantoran (JPAP)*, *10*(1), 81–93. https://doi.org/10.26740/jpap.v10n1.p81-93

Eksan, F., & Dharmawan, D. (2020). Pengaruh Kompetensi Dan Motivasi Terhadap Produktivitas Kerja Karyawan Pt Astra International Daihatsu, Tbk Cibubur. *Jurnal Ekonomi Dan Industri*, *21*(2), 8–20. https://doi.org/10.35137/jei.v21i2.431

Fathussyaadah, E., & Ardiansyah, A. (2020). Pengaruh Lingkungan Kerja Kerhadap Kroduktivitas Kerja Karyawan Bagian Produksi Susu UHT PT Indolakto. *Jurnal Ekonomak*, *VI*(57), 1–15.

Ghozali. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro.

Hasibuan, A., Sembiring, D., & Yulia. (2022). Pengaruh disiplin kerja, motivasi dan kompetensi terhadap prokduvitas karyawan di. PT Pci Elektronik internasional. *Journal of Management and Accounting (JMA)*, *1*(1), 2022–2081. http://ejournal.stienagoyaindonesia.ac.id/ojs/index.php/jma

Indrawati, L., & Sembiring, E. E. (2020). Pengaruh Gaya Kepemimpinan Terhadap Produktivitas Kerja Pegawai Di Pemerintah Daerah. *Ekspansi: Jurnal Ekonomi, Keuangan, Perbankan Dan Akuntansi*, *12*(2), 169–177. https://doi.org/10.35313/ekspansi.v12i2.2010

Jumady, E. (2020). Peran Moderasi Disiplin Kerja Pada Pengaruh Kepemimpinan Terhadap Produktivitas Kerja Karyawan Perbankan Syariah Di Makassar. *Islamic Banking : Jurnal Pemikiran Dan Pengembangan Perbankan Syariah*, *5*(2), 1–20.

https://doi.org/10.36908/isbank.v5i2.110

Kurniawan, M. (2018). Pengaruh Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Pada Dinas Pemberdayaan Perempuan dan Perlindungan Anak Kabupaten Banyuasin. *Jurnal Ilmiah Ekonomi Global Masa Kini*, *9*(2), 77–84. https://doi.org/10.36982/jiegmk.v9i2.535

Lestari, N. W. F. A., Dewi, I. R., & Kanivia, A. (2021). Pengaruh Kompensasi, Kompetensi, Dan Motivasi Pada Produktivitas Kerja Pegawai PT Jasa Marga (Persero) Tbk. Cabang Palikanci. *Jurnal Manajemen & Bisnis Jayakarta*, *3*(1), 1–11. https://doi.org/10.53825/jmbjayakarta.v3i1.79

Lilia, W., Lombu, J. W., Napitupulu, P., Laoly, A. K., & Nainggolan, A. (2020). Pengaruh Kepemimpinan Tansformasional, Budaya Organisasi, Dan Kepuasan Kerja Terhadap Produktivitas Kerja Karyawan Pada PT Intertama Trikencana Bersinar Medan. *CERMIN: Jurnal Penelitian*, *4*(1), 24. https://doi.org/10.36841/cermin_unars.v4i1.569

Malikhah, I., Nst, A. P., & Kaban, G. P. (2023). Analisis Kompetensi Sdm Dan Pemanfaatan Teknologi Informasi Terhadap Produktivitas Kerja Pelaku Usaha Di Desa Pematang Serai Kabupaten Langkat. *Maneggio: Jurnal Ilmiah Magister Manajemen*, *6*(1), 34–43. https://doi.org/10.30596/maneggio.v6i1.14586

Manihuruk, C. P., & Tirtayasa, S. (2020). Pengaruh Stres Kerja, Motivasi Kerja dan Lingkungan Kerja Terhadap Semangat Kerja Pegawai. *Jurnal Imliah Magister Manajamen*, *3*(2), 296–307. http://jurnal.umsu.ac.id/index.php/MANEGGIO

Ningsih, F., & Suryosukmono, G. (2024). Pengaruh E-Leadership Dan E-Culture Terhadap Produktivitas Kerja Yang Dimediasi Oleh Work Engagement. *Jurnal Distribusi FEB Universitas Mataram*, *12*(1), 1–14. http://www.distribusi.unram.ac.id/index.php/distribusi/article/view/423

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

Parashakti, R. D., & Noviyanti, D. (2021). Pengaruh Motivasi, Lingkungan Kerja, dan Pelatihan Kerja Terhadap Produktivitas Kerja Karyawan. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (JEBMA)*, *1*(2), 127–136. https://doi.org/10.47709/jebma.v1i2.994

Pramono, T. S. (2020). Analisis Faktor-Faktor Yang Berpengaruh Pada Produktivitas Kerja Karyawan. *Jurnal Ilmu Manajemen Terapan*, *1*(6), 580–589. https://doi.org/10.31933/jimt.v1i6.216

Pratama, S. A., & Permatasari, R. I. (2021). Pengaruh Penerapan Standar Operasional Prosedur Dan Kompetensi Terhadap Produktivitas Kerja Karyawan Divisi Ekspor PT Dua Kuda Indonesia. *Jurnal Ilmiah M-Progress*, *11*(1), 38–47. https://doi.org/10.35968/m-pu.v11i1.600

Rampisela, V. A. ., & Lumintang, G. 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.

Rohmat, S. (2020). Pengaruh Kompetensi Pegawai Dan Motivasi Kerja Terhadap Produktivitas Kerja Di Balai Kalibrasi Fasilitas Penerbangan. *SCIENTIFIC JOURNAL OF REFLECTION : Economic, Accounting, Management and Business*, *3*(2), 201–210. https://doi.org/10.37481/sjr.v3i2.212

Sarita, E. R. (2022). Pengaruh Disiplin Kerja, Kompensasi, Lingkungan Kerja Dan Gaya Kepemimpinan Terhadap Produktivitas Kerja Karyawan Di Ud. Bagong Kediri. *OPTIMAL: Jurnal Ekonomi Dan Manajemen*, *2*(2), 190–204. https://doi.org/10.55606/optimal.v2i2.485

Setiarlan, A., Ahmadun, Nurminingsih, & Asim. (2021). Pengaruh Kompetensi Dan Kepemimpinan Transformasional Terhadap Produktivitas Kerja Karyawan PT Jasa Swadaya Utama. *Journal of Humanities Social Sciences and Business (Jhssb)*, *1*(1), 47–58. https://doi.org/10.55047/jhssb.v1i1.53

Sugiyono. (2022). *Metode Penelitian Kuantitatif*. Alfabeta.

Suprapto, E., M. Rizky Mahaputra, & M. Ridho Mahaputra. (2023). Pengaruh Lingkungan Kerja, Motivasi terhadap Produktivitas Kerja Karyawan pada PT REMCO Jambi. *Jurnal Ilmu Multidisplin*, *1*(4), 948–955. https://doi.org/10.38035/jim.v1i4.164

Tarigan, W. J., Girsang, R. M., & Martina, S. (2022). Pengaruh Lingkungan Kerja Fisik dan Non Fisik terhadap Produktifitas Karyawan PT Astra Honda Pematangsiantar. *Jurnal Ilmu Manajemen*, *5*(3), 363–371. https://ejournal.uika-bogor.ac.id/index.php/Manager/article/view/7764/3840

Waskito, M., & Kartini, M. I. (2021). Pengaruh Kepemimpinan Dan Motivasi Kerja Terhadap Produktivitas Kerja Karyawan Bagian Produksi Pada PT Trimuri Karya Cipta. *Jurnal Ekonomi Dan Bisnis*, *3*(2), 167–182.

Zulfikar, M., Wadud, M., & Kurniawan, M. (2022). Pengaruh Keselamatan dan Kesehatan Kerja Karyawan terhadap Produktivitas Kerja Karyawan Bagian Gudang PT Muara Dua Kota Palembang. *Jurnal Nasional Manajemen Pemasaran & SDM*, *3*(1), 19–25. https://doi.org/10.47747/jnmpsdm.v3i1.674