

The Effect of Welfare and Work Motivation on Employee Productivity at the Lampung Provincial Public Works Agency

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ABSTRACT

Employee productivity is a key factor in improving well-being and work motivation at the Lampung Provincial Public Works and Construction Agency. This study aims to analyze the influence of well-being and work motivation on employee productivity. A descriptive quantitative method was used, with a sample of 85 employees selected via Proportionate Stratified Random Sampling. Data were collected through the distribution of questionnaires to all employees. The collected data were analyzed using multiple linear regression. The results of this study indicate that employee well-being and work motivation have a significant effect on employee productivity. All variables were found to be valid and reliable.

Keywords: Employee Productivity, Employee Welfare, Work Motivation.

ABSTRAK

Produktivitas pegawai merupakan faktor yang penting dalam berkontribusi untuk memperbaiki kesejahteraan serta motivasi kerja di Dinas Bina Marga dan Bina Konstruksi Provinsi Lampung. Penelitian ini memiliki tujuan untuk menganalisis pengaruh kesejahteraan dan motivasi kerja terhadap produktivitas pegawai. Metode yang digunakan ialah kuantitatif deskriptif dengan sampel berjumlah 85 pegawai melalui teknik *Proportionate Stratified Random Sampling*. Data diperoleh melewati penyebaran kuesioner kepada seluruh pegawai. Data yang sudah terkumpul akan dianalisis menggunakan regresi linier berganda. Hasil pada penelitian ini memperlihatkan bahwa kesejahteraan dan motivasi kerja berpengaruh signifikan terhadap produktivitas pegawai. Seluruh variabel dinyatakan valid dan reliabel.

Kata kunci: Kesejahteraan, motivasi kerja, produktivitas pegawai.

INTRODUCTION

Human resources are an important part of the running of government organizations so that agency or organisational goals can be achieved and public services can be provided properly. As the public demands faster, more honest, and higher quality services, the government must manage its work better and more systematically. In this case, employees are not only the subject of policy, but also a determining factor in the success of an agency's work. The Lampung Provincial Public Works and Construction Agency is a local government agency that plays an important role in the development and maintenance of road infrastructure. This task requires precision, great responsibility, and good cooperation, so that employee productivity becomes the main key to the successful implementation of existing programs. However, in practice, employee productivity is not only influenced by technical skills, but also by the extent to which they feel satisfied and motivated to work.

In the environment of the Lampung Provincial Public Works and Construction Agency, work motivation is an important factor that can affect productivity. Work motivations an internal or external force that can make a people act in accordance with their desired goals (Hanafie et al., 2022). Internal motivation stems from a personal desire to do something, while external motivation can take the form of rewards, promotions, or recognition for work results (Triswanto et al., 2021). Employees with high motivation are usually more disciplined, diligent, and willing to put in more effort to achieve the specified targets (Hairudin & Oktaria, 2022)

The Lampung Provincial Public Works and Construction Agency (BMBK) plays an important role in building and maintaining roads in the province. By 2025, the Lampung Provincial Government aims to repair 52 road sections, including six priority sections that must be completed within the first 100 working days. This program requires maximum effort from all employees in the relevant agencies. This project poses a significant challenge for the Public Works Agency, demanding peak performance from its staff. According to data from the Lampung Provincial Statistics Agency in 2023, the average working hours of residents in Lampung is around 35.05 hours per week, with 29.55% of them working below normal working hours (Badan Pusat Statistik Lampung, 2023). This condition shows that the productivity of employees in the public sector still needs to be improved, making welfare and work motivation important factors.

However, studies that simultaneously link well-being and work motivation to productivity are still limited. Therefore, this study uses ERG Theory (Existence, Relatedness, Growth) described by (Bukman Lian, 2017) as a theoretical basis for analyzing the impact of well-being and work motivation on the productivity of employees at the Lampung Provincial Public Works Agency. This theory explains that a person becomes motivated when certain needs are met. These needs consist of three things, namely the need for existence, social relationships, and self-growth.

Previous research have shown that employee well-being has a positive impact on work productivity because it can increase the focus, commitment, and enthusiasm of employees

(Islami et al., 2024) However, the results of studies on the impact of work motivation on productivity still vary, so they need to be retested in accordance with the conditions of government organizations (Maharani & Alam, 2023). Thus, this study explains the influence of welfare and work motivation on employee productivity at the Lampung Provincial Public Works Agency.

Based on the description, the research questions include: 1.) the impact of employee welfare on employee productivity; 2.) the impact of work motivation on employee productivity; and 3.) the combined impact of welfare and work motivation on employee productivity.

The objectives of this study are: 1.) to understand the impact of employee welfare on employee productivity; 2.) to understand the influence of work motivation on employee productivity; and 3.) to identify the combined influence of employee welfare and work motivation on employee productivity at the Lampung Provincial Public Works Agency. It is expected that this research will provide theoretical results and useful for Human Resource Management science and serve as material for consideration by local governments in improving employee performance.

THEORETICAL BACKGROUND

2.1 Welfare

Employee welfare is a crucial element in managing human resources related to fulfilling the physical and non-physical needs of employees. This idea is not only related to providing monetary rewards, but also includes facilities, social security, and protection provided by the organization to increase employee motivation and loyalty.

According to (Maryatmi, 2021) in her book *Well-Being in the World of Work*, employee welfare is a psychological condition in which a person can feel happy, meaningful, and able to work well in the work environment. This condition shows a balance between emotional, social, and professional aspects, thereby encouraging a person to work enthusiastically and feel satisfied. Maryatmi explains that employee well-being encompasses three main aspects, namely self-acceptance, having good relationships with others, and mastery of the environment. The main indicators are: (1) self-acceptance, (2) positive and good relationships with others, and (3) mastery of the environment.

2.2 Work Motivation

Motivation is an external stimulus, whether tangible or intangible, that drives a person to want to possess, enjoy, master, or achieve something. A person may perform work because they have a goal to fulfill their basic needs. If their basic needs are not met, a person will feel anxious, which can affect their motivation.

According to (Bukman Lian, 2017) in the book *Leadership and Employee Performance Quality*, work motivation is an invitation that can make someone work harder, be more responsible, and focus on achieving organizational goals. Motivation is one of the most important factors in

determining how much effort an employee puts into carrying out their duties and responsibilities. The main indicators are: (1) existence, (2) social relationships, and (3) growth.

Similar research was also presented by (Maharani & Alam, 2023), who stated that "companies that are able to maximize employee discipline and motivation will be able to overcome competition. Good employee performance is important for achieving company goals, and employee discipline and motivation are very influential factors in achieving this." This statement shows that work motivation is one of the important factors that can improve employee performance and productivity within an organization.

2.3 Employee Productivity

Employee productivity is one of the important benchmarks for evaluating the efficiency of an organization, whether in the public or private sector. Productivity reflects to what extent can employees be able to maximize available resources to create maximum results, both in the form of products and services. According to (Nugroho, 2021) in his book "A Review of Productivity from an Ergonomic Perspective," productivity is a way to determine how well an individual or group can produce goods or services using their resources effectively and efficiently. Productivity can be seen by comparing the results obtained with the resources used. The indicators are described as follows: (1) quantity in work output, (2) quality of work results, (3) discipline and responsibility, and (4) cooperation and participation.

According to (Aryanti & Rizal, 2025), work productivity is defined as the ability of employees to produce work results in an efficient and effective manner in accordance with the objectives and standards set by the company. Productivity is not sufficient if it is only measured by the quantity of work completed, but also by the quality of work, adherence to deadlines, and responsibility for the results.

RESEARCH METHODS

This research uses the following quantitative methods to analyze employee productivity at the Lampung Provincial Public Works Agency. Quantitative methods are used because they focus on measuring variables objectively and analyzing data statistically. According to (Sugiyono, 2019), a research tool is considered valid if it is able to obtain data from variables accurately. Therefore, validity testing is an important initial step in the development of research tools. The research tool, in the form of a questionnaire, was tested by distributing it to employees of the Lampung Provincial Public Works Agency.

Once the data was obtained, it was analyzed using SPSS software. Validity testing was performed using the Pearson Product Moment (Bivariate Pearson) technique. In addition to the validity test, data analysis also includes reliability testing, multiple linear regression testing, classical assumptions testing, t-testing, and f-testing. The population in this study was 557 employees, consisting of 248 civil servants (PNS) and 309 government employees with work agreements (PPPK). To analyze the relationship between welfare and work motivation on employee

productivity, this research used a descriptive analysis method with a Respondent Achievement Level (TCR) approach.

In this study, the sampling method use was Proportionate Stratified Random Sampling, which is a sampling strategy that groups the population into several groups based on certain criteria or characteristics so that each stratum has a proportionate and equal chance of being selected as a research sample. The number of respondents was determined using the Slovin formula, resulting in a sample size of 85 people. The research data was taken through the distribution of questionnaires designed based on indicators from each variable. The questionnaire instrument used a fivepoint likert scale, with a score of 1 meaning strongly diisagree to a score of 5 meaning strongly agree. In addition, this analysis was supplemented with interviews with human resource analysts and young experts as supporting data to strengthen and complement the research results.

RESULT AND DISCUSSION

3. 1 Respondent Characteristics

In this study, there were 85 respondents selected by the researcher using a sample calculation formula based on the number of employees at the Public Works Agency. The characteristics were divided into five categories: gender, age, length of service, work division, and employment status.

Table 1. Characteristics of Respondents Based on Gender

Gender	Total	Persentase
Men	57	67,1%
Women	28	32,9%

Source: Processed Data (2025)

The results of the table show that the number of male respondents was 57 or 67.1%, while female respondents were 28 or 32.9%. This shows that most of the respondents in this study were male employees, reflecting the composition of human resources at the Lampung Provincial Public Works Agency.

Table 2. Characteristics of Respondents Based on Age

Age	Total	Persentase
20-30	46	54,1%
31-40	31	36,5%
41-50	7	8,2%
51-55	1	1,2%
>55	0	0%

Source: Processed Data (2025)

The majority of respondents were aged 20-30 (54.1%), followed by those aged 31-40 (36.5%). The remainder were aged 41-50 (8.2%) and 51-55 (1.2%), with no respondents over the age of

55. This indicates a predominance of the working-age population, who are expected to demonstrate strong performance and productivity.

Table 3. Characteristics of Respondents Based on Length of Employment

Length of Employment	Total	Persentase
< 1 Year	10	11,8%
1-10 Years	48	56,5%
11-15 Years	21	24,7%
16-20 Years	2	2,4%
>20 Years	4	4,75

Source: Processed Data, 2025

From the table, it can be seen that the group of respondents who have worked for 1-10 years is the largest group, with 48 people or 56.5%. Then, there are 21 respondents or 24.7% who have worked for 11-15 years. There are 10 respondents or 11.8% who have less than 1 year of work experience, while those who have worked for 16-20 years only number 2 people or 2.4%, and respondents who have worked for more than 20 years number 4 people or 4.75%. This shows that the majority of respondents have sufficient work experience, so they are expected to be able to perform their duties well.

Table 4. Respondent Characteristics Based on Division/Department

Division/Section	Total	Persentase
Secretariat	12	14,1%
Development, Roads, and Bridges Division	9	10,6%
Maintenance and Roads Division	8	9,4%
Construction Development Division	7	8,2%
Planning and Supervision Division	9	10,6%
Regional Technical Implementation Unit I	6	7,1%
Regional Technical Implementation Unit II	10	11,8%
Regional Technical Implementation Unit III	10	11,8%
Regional Technical Implementation Unit IV	10	11,8%
Laboratory and Equipment Technical Implementation Unit	4	4,7%

Source: Processed Data, 2025

Based on the table, the research respondents were spread across all divisions and technical implementation units (UPTD) within the Lampung Provincial Public Works Agency. The largest

number of respondents came from the Secretariat, with 12 people (14.1%), while the smallest number came from the Laboratory and Equipment UPTD, with 4 people (4.7%). Although there were differences in the number of respondents between divisions and UPTDs due to time constraints in data collection and employee workload, all work units were still represented. The total number of respondents collected, 85 people, met the research sample requirements and was considered sufficiently representative.

Table 5. Characteristics of Respondents Based on Employment Status

Employment Status	Total	Persentase
PNS	40	47,1%
PPPK	45	52,9%

Source: Processed Data, 2025

From the table, there were 40 respondents with civil servant status (47.1%), while there were 45 PPPK respondents (52.9%). The difference in the number of respondents was due to time constraints in data collection and not all target respondents were able to complete the questionnaire. Nevertheless, the composition of respondents based on employment status remained proportional, met the research sample size, and the data was deemed suitable for further analysis.

3.2 Validity Test

The validity test on this research instrument was conducted to show that each statement in the questionnaire is appropriate and capable of accurately and consistently measuring variable X1 (Welfare) and variable X2 (Work Motivation) in relation to variable Y (Employee Productivity). Therefore, this study conducted a validity test on the research instrument using the SPSS application. This validity test was conducted to identify the extent to which the statements in the questionnaire were able to represent the variables to be studied, so that the data produced could be declared valid if the calculated $r >$ table r with significant of 0.05 and was scientifically accountable. The following is a summary of the findings related to the validity of the research instrument in tabular form:

Tabel 6. Validity Test Results

Variable	Number of Items	Highest Pearson Correlation	Descriptions
Welfare (x1)	10	.711	Valid
Work Motivation (x2)	10	.666	Valid
Employee Productivity (Y)	10	.697	Valid

Source: Processed Data SPSS, 2025

3.3 Reliability Test

Reliability testing was conducted on this research instrument to ensure that each question item had sufficient consistency in measuring the variables under study, especially in describing

customer satisfaction levels. Reliability is important because it shows how well the instrument is able to produce consistent data that is not affected by random errors when used under the same conditions. In this study, reliability of the instrument was tested using Cronbach's Alpha, a statistical technique that aims to examine the internal consistency between questions in a construct. The higher the Cronbach's Alpha, the better the reliability of the instrument. A Cronbach's Alpha value above 0.60 is considered to meet the requirements for a reliable instrument, which means that each question item in the questionnaire can be used with confidence to measure variables consistently. Thus, if the reliability value reaches this minimum threshold, the instrument can be used for further analysis, so that the research results are reliable and have a strong statistical basis.

Table 7. Reliability Test Results

Reliability Statistic			
Cronbach's Alpha	Critical Value	Items	Descriptions
0.885	>60	30	Reliabel

Source: Processed Data SPSS, 2025

3.4 Descriptive Analysis

This study uses descriptive analysis to provide an overview of respondents' views on three variables, namely employee welfare, work motivation, and productivity. Measurements were carried out using a five-point Likert scale questionnaire, and the results were analyzed using the Total Respondent Achievement (TCR) method.

The TCR value is obtained from a comparison between the scores obtained from the respondents' answers and the highest achievable score. This method aims to determine the level of achievement of each research variable based on the general perceptions of the respondents. The result of the TCR analysis are then displayed in a table to show an overview of the conditions of employee welfare, work motivation, and productivity.

Table 8. Respondents' Responses to Variables X1, X2, and Y

Variabel	TCR (%)	Criteria
Welfare	81%	Agree
Work Motivation	83%	Agree
Employee Productivity	81%	Agree

Source: Processed Data, 2025

The TCR results in table 8 show that the variables of employee welfare, work motivation, and productivity are in the agree category. Work motivation has the highest TCR value of 83%, followed by employee welfare and productivity at 81% each. These results indicate that employee welfare and work motivation are already at a fairly good level and have the potential to increase employee productivity.

3.5 Classical Assumption Test

Normality Test

The normality test is used to test whether the residuals from the regression model are normally distributed or not, as this is one of the requirements in classical assumption testing. To perform the normality test, the One-Sample Kolmogorov–Smirnov Test is used with residuals that have not been reduced by the mean and divided by the standard deviation. The test results show an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05. Therefore, it can be concluded the residual data has a normal distribution. Thus, regression model meets the normality assumption and can be used for multiple linear regression analysis and subsequent hypothesis testing.

Multicollinearity Test

Multicollinearity testing used to ensure whether there is too brawny a relationship between the independent variables in the regression model. The test is performed by looking at the Tolerance and Variance Inflation Factor (VIF) value. The test results show that the variables of welfare and work motivation have a tolerance value of 0.686, which is greater than 0.10, and a VIF value of 1.458, which is less than 10. Based on these results, it can be concluded that regression model does not exhibit multicollinearity. Thus, each independent variable can explain its impact on the dependent variable independently, and this regression model can be used for the next analysis.

Heteroscedasticity Test

The heteroscedasticity test focus to determine whether there are differences in residual variance in the regression model. This test uses the Glejser method, which looks for a relationship between the absolute value of the residual and the independent variable. The test results show that the welfare and work motivation variables have a significance level greater than 0.05. From these results, it can be concluded that the regression model does not experience heteroscedasticity, thus fulfilling the assumption of homoscedasticity. Therefore, the regression model formed can be applied in the next analysis process.

Multiple Linear Regression Equation

Regression equation: $Y = 9.021 + 0.418 X_1 + 0.353 X_2$

The constant value of 9.021 indicates that there are other factors outside the variables studied that affect employee performance. Viewed separately, welfare has a positive collision on employee performance ($\beta = 0.418$; $t = 4.005$), while work motivation also has a positive and significant impact ($\beta = 0.353$; $t = 2.798$). Judging from the adjusted beta coefficient, welfare has a greater influence than work motivation. Simultaneously, both variables are able to explain changes in employee performance, so the regression model used is in line with the research objectives.

3.6 Hypothesis Test Results

t-test (Partial)

1. From the t-test result, the welfare variable has a regression coefficient of 0.418, a t-value of 4.005, and a significance level of 0.000, which is less than 0.05. This indicates that welfare has a positive and significant effect on employee productivity.
2. The t-test results show that the work motivation variable has a regression coefficient of 0.353, a t-value of 2.798, and a significance level of 0.006, which is less than 0.05. With these results, work motivation has a positive and significant effect on employee productivity.

F-test (Simultaneous)

From the F test results, the calculated F value is 26.566 and the significance value is 0.000. Because the significance value is smaller than $\alpha = 0.05$, it can be concluded that welfare and work motivation simultaneously significantly affect employee productivity at the Lampung Provincial Public Works Agency. Thus, the hypothesis that welfare and work motivation simultaneously affect employee productivity is accepted, while H_0 is rejected.

Determination Coefficient Analysis Test

The results of the coefficient of determination analysis produced an Adjusted R Square value of 0.378, meaning that a total of 37.8% of the change in employee productivity (Y) can be explained by the variables of welfare (X1) and work motivation (X2) simultaneously. This means that the contribution of the two independent variables in this model is moderate, so that the model has sufficient ability to provide results for the phenomenon under study. On the other hand, 62.2% remains influenced by other variables outside the scope of this study, such as the work environment, leadership, organizational culture, employee competence, workload, and other factors not presented in this study. This shows that employee productivity is a complex variable and is influenced by various aspects, not just welfare and work motivation.

Discussion

The Effect of Welfare on Employee Productivity

Based on the t-test results, the welfare variable has a significance value of $0.000 < 0.05$ with a t-value of 4.006, which is greater than the t-table value 1.66365. This comparison shows that H_0 is rejected and H_a is accepted. It can be concluded that welfare has a positive effect on employee productivity. The results of this study are also in line with previous studies which state that employee welfare has a positive impact on work productivity. In their study, welfare is considered the most influential factor compared to other variables in improving employee performance (Islami et al., 2024). These findings support the results of studies showing that employee welfare plays an important role in increasing work productivity.

The Effect of Work Motivation on Employee Productivity

The t-test results show the work motivation variable has a significance value of $0.006 < 0.05$, with a t-count value of 2.798, which is greater than the t-table value of 1.66365. This comparison shows that H_0 is rejected and H_a is accepted, which means that work motivation

has a positive and significant effect on employee productivity at the Lampung Provincial Public Works Agency. In other words, if employees' work enthusiasm is higher, their work results or productivity will also increase. The results of the study show a difference from the study (Tanjung et al., 2023), which concluded that work motivation does not have a significant partial effect on employee performance. The difference in results is thought to be due to different research object characteristics and organizational contexts. In the context of the Lampung Provincial Public Works Agency, work motivation is a more dominant factor because it is directly related to public service responsibilities, work targets, and government agency performance demands.

Nevertheless, this study is still relevant because all variables studied simultaneously affect employee performance with a significant influence, reinforcing that work motivation continues to play an important role when combined with other organizational factors. Thus, the results of this research add empirical evidence that work motivations has a significant effect on employee productivity, especially in the government sector.

The Effect of Welfare and Work Motivation on Employee Productivity at the Lampung Provincial Public Works Agency

Based on the F test results, a significant value of $0.000 < 0.05$ was obtained with a calculated F value of 26.566, which is greater than the F-table value of 3.108. This indicates that H_0 is rejected and H_a is accepted. The rejection of H_0 shows that employee productivity cannot be explained by only one variable separately, but is influenced by the mutually supportive relationship between employee welfare and work motivation. Thus, welfare and the work motivations simultaneously have a significant effect on employee productivity. Therefore, it means that these two independent variables together can influence the level of employee productivity.

The findings in this study are supported by the results of a study (Bonita et al., 2025) which states that employee welfare and training have a positive and significant effect on work productivity, both partially and simultaneously. These findings indicate that factors related to increasing employee capacity and working conditions have an important contribution in supporting productivity. In the context of this study, welfare and work motivation play a similar role as internal and external driving factors for employees in increasing work productivity.

Although the accompanying variables used were different, the results of this study reinforce the finding of this study that welfare supported by other work motivating factors simultaneously can increase employee productivity. Thus, this study provides additional empirical evidence that the combination of welfare and work strengthening factors has a strategic role in increasing employee productivity, especially in government agencies.

The results of the coefficient of determination analysis show an R Square value of 0.393, meaning that well-being and work motivation can explain 39.3% of the differences in employee

productivity. However, there is still 60.7% that is influenced by other factors outside the variables studied, such as the work environment, organizational culture, leadership, and other factors related to individuals.

CONCLUSION

Based on the results of the analysis and discussion conducted on employee welfare and work motivation in relation to productivity at the Lampung Provincial Public Works Agency, several research conclusions can be formulated.

Employee welfare has a positive effect on work productivity at the Lampung Provincial Public Works Agency. This confirms that the better the welfare of employees, the higher their work output will be. Adequate welfare not only increases job satisfaction, but also provides a sense of security and comfort at work. This situation encourages employees to work harder, be more responsible, and be more committed to carrying out their duties in accordance with the organization's objectives.

Work motivation also positively affects employee productivity at the Lampung Provincial Public Works Agency. This shows that high work motivation can increase employee enthusiasm, discipline, and sincerity in completing their work. Employees who have good work motivation tend to be more focused, more enthusiastic about achieving achievements, and strive to achieve the best work results, thereby increasing overall work productivity.

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