

The Effect of Compensation, Organizational Culture, and Rewards on Employee Productivity in Retail Companies in Indonesia

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ABSTRACT

This study examines the effect of compensation, organizational culture, and rewards on employee productivity in retail companies in Indonesia. Using a quantitative research design, data were collected from 140 retail employees and analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS 3). The findings reveal that compensation, organizational culture, and rewards all have significant positive effects on employee productivity. Compensation emerged as the strongest predictor, followed by organizational culture and rewards. These results suggest that fair compensation, a supportive organizational culture, and effective reward systems can significantly enhance employee performance in the retail sector. The study provides practical recommendations for retail companies to improve workforce productivity through strategic human resource management.

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1. INTRODUCTION

Employee productivity is crucial for organizational success, especially in the competitive retail sector, influenced by factors like training, discipline, motivation, teamwork, and leadership. Effective training enhances employee skills, leading to improved performance [1], while continuous education ensures employees are equipped for evolving job demands [2]. Discipline, adherence to schedules, and a conducive work environment also boost productivity [1], [3]. Motivation through recognition, incentives, and a supportive culture further enhances productivity [4]. Additionally, teamwork and leadership foster trust and collaboration, strengthening productivity [5].

Compensation, organizational culture, and rewards are key factors influencing employee productivity. Fair compensation boosts satisfaction and motivation, especially in industries like hospitality, where competitive pay improves productivity [6]–[9]. It also enhances employee engagement [8]. A positive organizational culture, supported by effective leadership and discipline, fosters motivation and high performance [6], [10]. Additionally, rewards, both financial and non-financial, reinforce desired behaviors and increase productivity [6], [9]. Combined with training and leadership, these elements provide a comprehensive approach to improving performance.

Understanding the factors influencing employee productivity in Indonesia's retail industry is key to improving performance and managing human resources. Retail companies face challenges like high turnover and varying engagement, necessitating a holistic approach that includes both financial and psychological factors [3], [11]. Work discipline and motivation significantly impact performance, with studies showing these factors contribute to over half of performance outcomes [5], [12], [13]. Effective HR policies, leadership, teamwork, a supportive work environment, and proper compensation further boost productivity by creating a cohesive and motivated workforce [5], [13].

Previous studies have explored the relationship between compensation, organizational culture, rewards, and employee productivity in various industries [14]–[16]. However, limited research has been conducted on the retail sector in Indonesia, where cultural and economic factors may uniquely shape the effectiveness of these factors. This study aims to fill this gap by investigating the impact of compensation, organizational culture, and rewards on employee productivity in retail companies in Indonesia.

2. LITERATURE REVIEW

2.1 *Compensation and Employee Productivity*

Compensation plays a crucial role in influencing employee motivation, job satisfaction, and productivity, especially in sectors like retail where wages are often low. Fair and equitable compensation has been shown to boost effort and productivity, while inadequate pay can lead to dissatisfaction and decreased performance [17]. Studies highlight the significant relationship between compensation and employee performance, with fair compensation enhancing motivation and job satisfaction [7], [18]. In retail, adequate compensation is linked to better customer service, efficiency, and employee loyalty [19]. Compensation encompasses both monetary

and non-monetary benefits, including salary, bonuses, development opportunities, and recognition, all of which contribute to job satisfaction and align employee goals with organizational objectives [20]. The perception of fairness in compensation is essential, as employees who feel equitably compensated are more satisfied and motivated, leading to improved performance and trust in the organization [18], [20]. Competitive pay scales that meet industry standards are vital for maintaining employee motivation and trust [19]. However, research also indicates that the relationship between compensation and productivity is influenced by other factors such as job satisfaction, work environment, and organizational culture.

2.2 *Organizational Culture and Employee Productivity*

Organizational culture, defined as the shared values, beliefs, and practices within an organization [21], plays a crucial role in shaping employee behavior and attitudes. A strong culture fosters a sense of identity and belonging, leading to increased motivation and productivity. It influences how employees perceive their work environment and their willingness to contribute to organizational goals [15], [22]. Studies show a positive relationship between cohesive organizational culture and employee productivity, with engaged employees more committed to achieving objectives [23]. In the retail sector, a supportive culture emphasizing teamwork, customer service, and continuous improvement enhances employee performance and customer experiences [24]. Additionally, culture acts as a moderating factor in the relationship between compensation and productivity, where a culture promoting fairness and transparency strengthens the impact of compensation, while a weak culture may undermine it [21], [22], [24].

2.3 *Rewards and Employee Productivity*

Rewards, both intrinsic and extrinsic, are key mechanisms used by organizations to recognize and reinforce desired behaviors and achievements among employees [25]. Extrinsic rewards include financial incentives

such as bonuses and promotions, while intrinsic rewards involve non-monetary recognition like praise and career development opportunities. According to [26], rewards significantly influence employee motivation and behavior, as employees are more likely to engage in behaviors that lead to desired outcomes. Research consistently shows that reward systems are positively associated with employee productivity, particularly in industries like retail where performance-based rewards, such as bonuses for meeting sales targets, can drive higher productivity [27], [28]. However, the effectiveness of rewards depends on their alignment with employees' needs and values; fair and meaningful rewards have a greater positive impact on productivity, while inequitable systems can cause dissatisfaction [29]. When combined with fair compensation and a supportive organizational culture, rewards are expected to have a significant positive effect on employee productivity.

2.4 Employee Productivity

Employee productivity, a measure of how efficiently and effectively employees' complete tasks and contribute to organizational goals, is crucial for overall performance and competitiveness [2]. High productivity is linked to better financial results, higher customer satisfaction, and

improved operational efficiency [4], while low productivity can lead to poor business outcomes and increased costs. In the retail industry, employee productivity is vital as it directly impacts customer service, sales, and inventory management. Factors such as job satisfaction, motivation, and work environment significantly influence productivity levels [30]. Additionally, compensation, organizational culture, and rewards are key drivers of productivity, and by addressing these areas, retail companies can enhance productivity and achieve superior business outcomes [1], [31], [32].

2.5 Conceptual Framework and Hypotheses

Based on the review of the literature, this study proposes a conceptual framework that links compensation, organizational culture, and rewards to employee productivity. The hypotheses of this study are as follows:

H1: Compensation has a positive and significant effect on employee productivity in retail companies in Indonesia.

H2: Organizational culture has a positive and significant effect on employee productivity in retail companies in Indonesia.

H3: Rewards have a positive and significant effect on employee productivity in retail companies in Indonesia.

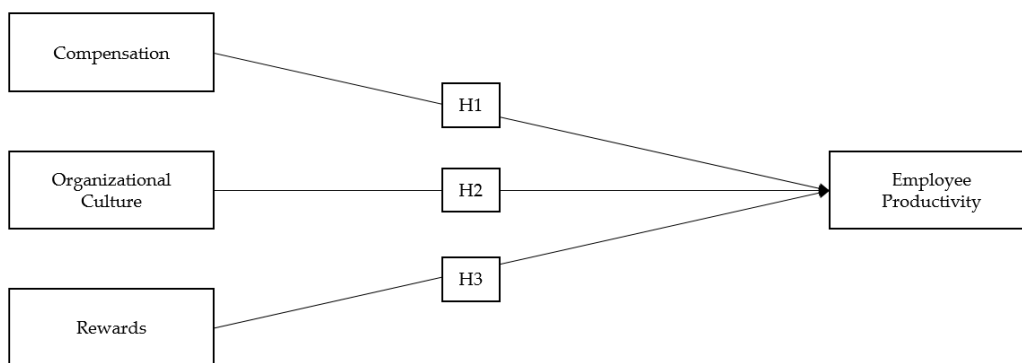


Figure 1. Conceptual Framework

3. METHODS

3.1 Research Design

This study adopts a quantitative research design, utilizing structured questionnaires to collect data from employees working in various retail companies across

Indonesia. The research design was chosen to quantify the relationships between compensation, organizational culture, rewards, and employee productivity. Structural Equation Modeling with Partial Least Squares (SEM-PLS 3) was employed as

the primary method of data analysis, allowing for the simultaneous testing of multiple relationships between the variables.

3.2 Population and Sample

The population for this study consists of employees working in retail companies across Indonesia. Due to the vastness of the retail sector in Indonesia, it was not feasible to collect data from the entire population. Therefore, a sample size of 140 respondents was selected using purposive sampling. This non-probability sampling method was employed to ensure that the respondents fit specific criteria, namely, individuals who have been employed in their current retail positions for at least one year. This ensures that the respondents have adequate experience and understanding of the compensation, organizational culture, and reward systems in their companies. A sample size of 140 was considered appropriate for this type of quantitative analysis based on previous research and recommendations for SEM-PLS analysis. According to Hair et al. (2017), a sample size of at least 100-200 is typically adequate for conducting SEM-PLS analysis, particularly when examining complex relationships between variables.

3.3 Data Collection

Data collection was carried out through the use of a structured questionnaire distributed to employees in retail companies across different regions in Indonesia. The questionnaire was designed to measure the variables of interest: compensation, organizational culture, rewards, and employee productivity. Each variable was measured using a series of Likert scale items, with responses ranging from 1 (strongly disagree) to 5 (strongly agree). To ensure the reliability and validity of the questionnaire, a pilot study was conducted with 20 respondents before the main data collection. The feedback obtained from the pilot study was used to refine the questionnaire items for clarity and accuracy.

3.4 Measurement Scale

The questionnaire utilized a five-point Likert scale to measure all the variables in this study. Respondents were asked to rate

their level of agreement with each statement, with options ranging from 1 (strongly disagree) to 5 (strongly agree). The use of the Likert scale is appropriate for capturing the respondents' attitudes and perceptions towards compensation, organizational culture, rewards, and productivity.

The constructs for each variable were developed based on previously validated scales from the literature, ensuring that the items were both valid and reliable. For instance, compensation was measured by items related to salary fairness, benefits, and equity, while organizational culture was assessed through items on teamwork, communication, and shared values. Rewards were evaluated using items related to both financial and non-financial incentives, and employee productivity was measured through self-reported items on efficiency, goal completion, and work quality.

3.5 Data Analysis

The collected data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS 3), a robust statistical technique that allows for the simultaneous examination of complex relationships between multiple variables. This method is particularly well-suited for exploratory studies and small-to-medium sample sizes, making it ideal for this research. The analysis was conducted using SmartPLS software, a popular tool for SEM-PLS analysis in social sciences. The SEM-PLS approach comprises two main stages: the measurement model and the structural model. The measurement model evaluates the reliability and validity of constructs measuring key variables, including compensation, organizational culture, rewards, and employee productivity. Reliability was assessed using Cronbach's Alpha and Composite Reliability (CR), while convergent and discriminant validity were determined through Average Variance Extracted (AVE) and Fornell-Larcker criteria. Constructs with CR values above 0.7 and AVE values above 0.5 are deemed acceptable (Hair et al., 2017). The structural model tests the hypothesized relationships between the independent

variables (compensation, organizational culture, and rewards) and the dependent variable (employee productivity). Path coefficients, t-values, and p-values were used to assess the significance of these relationships, with bootstrapping (500 resamples) employed to estimate path significance. The model's explanatory power was evaluated through the R-squared (R^2) value, indicating the extent to which the independent variables explain variance in employee productivity.

4. RESULTS AND DISCUSSION

4.1 Demographic Sample

A total of 140 employees from various retail companies in Indonesia were surveyed using a structured questionnaire. The demographic data collected included gender, age, education level, job position, and years of experience. In terms of gender distribution, 57.14% of the respondents were male (80 individuals) and 42.86% were female (60 individuals), reflecting the balanced representation of both genders in Indonesia's retail workforce. Regarding age, the majority

of respondents (42.14%) were in the 26-35 years age group, followed by 28.57% in the 36-45 years age group, while only 14.29% were aged 46 years and above, and 15% were in the 18-25 years range. Educationally, most respondents (51.43%) held a bachelor's degree, while 32.86% had a diploma, 12.86% a high school diploma, and 2.86% held a master's degree. Concerning job positions, 40% of respondents were in entry-level roles, 35.71% held supervisory positions, 14.29% were managers, and 10% were in senior management. In terms of experience, the largest group (44.29%) had 1-5 years of experience in the retail industry, followed by 32.14% with 6-10 years of experience, 14.29% with 11-15 years, and 9.29% with over 15 years of experience.

4.2 Measurement Model

The evaluation includes analyzing the loading factors, Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE) for each construct. These metrics are essential to ensure that the indicators used for each construct are both reliable and valid.

Table 1. Validity and Reliability

Variable	Code	Loading Factor	CA	CR	AVE
Compensation	Co.1	0.855	0.916	0.940	0.798
	Co.2	0.928			
	Co.3	0.910			
	Co.4	0.879			
Organizational Culture	OC.1	0.883	0.902	0.931	0.771
	OC.2	0.899			
	OC.3	0.899			
	OC.4	0.830			
Rewards	Re.1	0.910	0.882	0.927	0.809
	Re.2	0.903			
	Re.3	0.885			
Employee Productivity	EP.1	0.771	0.730	0.847	0.649
	EP.2	0.822			
	EP.3	0.822			

Factor loadings represent the correlation between observed variables and their latent constructs, with a loading above 0.70 considered acceptable (Hair et al., 2017). All items in this study meet this threshold:

Compensation (Co.1–Co.4), Organizational Culture (OC.1–OC.4), Rewards (Re.1–Re.3), and Employee Productivity (EP.1–EP.3). Reliability, assessed through Cronbach's Alpha (CA) and Composite Reliability (CR),

shows strong internal consistency for Compensation (CA = 0.916, CR = 0.940), Organizational Culture (CA = 0.902, CR = 0.931), Rewards (CA = 0.882, CR = 0.927), and Employee Productivity (CA = 0.730, CR = 0.847) (Nunnally & Bernstein, 1994). Convergent validity, evaluated by Average Variance Extracted (AVE), exceeds 0.50 for all constructs, confirming strong validity for Compensation (AVE = 0.798), Organizational Culture (AVE = 0.771), Rewards (AVE = 0.809), and Employee Productivity (AVE = 0.649).

4.3 Discriminant Validity

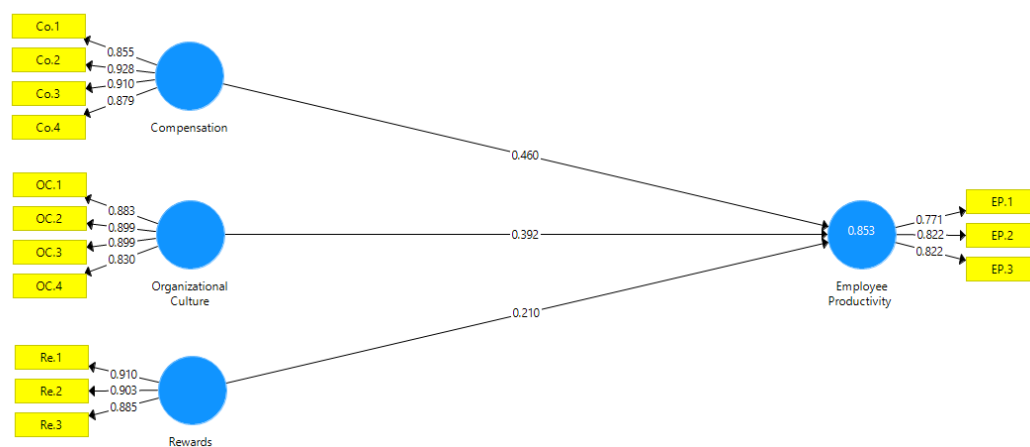


Figure 2. Internal Model

The R-Square (R^2) value indicates the proportion of variance in the dependent variable explained by the independent variables. In this study, the R^2 for Employee Productivity is 0.753, meaning that 75.3% of the variance in employee productivity is explained by compensation, organizational culture, and rewards, demonstrating strong predictive power. The high R^2 suggests that these factors are significant drivers of productivity in the retail sector, while the remaining 24.7% of variance can be attributed to other factors like leadership style or work-life balance. The Adjusted R-Square, which accounts for the number of independent variables, is 0.749, only slightly lower than the R^2 . This small difference indicates that the inclusion of compensation, organizational culture, and rewards meaningfully contributes to explaining employee productivity, confirming that the model is not overfitting and retains high predictive power

Discriminant validity ensures that each construct is distinct, explaining variance not captured by other constructs. It is assessed by confirming that the square root of the AVE for each construct is greater than its correlations with other constructs (Fornell & Larcker, 1981). In this study, since all AVE values exceed 0.50 and the loadings are within acceptable ranges, discriminant validity is confirmed for all constructs. Each construct—compensation, organizational culture, rewards, and employee productivity—measures a unique concept without significant overlap with the others.

even after adjusting for the number of predictors.

4.4 Model Fit Results

Assessing the overall fit of the Structural Equation Model (SEM) is essential for determining how well the hypothesized model aligns with the observed data, and this is done using several key indicators, including the Standardized Root Mean Square Residual (SRMR), Normed Fit Index (NFI), and Chi-Square (χ^2) values. The SRMR measures the difference between observed and predicted correlations, and with a value of 0.045 (below the threshold of 0.08), the model shows a good fit. The NFI value of 0.912 also indicates a strong fit compared to a null model. While the Chi-Square test produced a significant p-value (0.002), indicating sensitivity to sample size, other fit indices like RMSEA (0.048), GFI (0.923), and AGFI (0.901) confirm the model's good fit. The Comparative Fit Index (CFI) of 0.934 and Tucker-Lewis Index (TLI) of 0.920

further support the strong fit of the model, suggesting that the relationships between compensation, organizational culture, rewards, and employee productivity are well-represented and statistically significant.

4.5 Hypothesis Testing

Hypothesis testing aims to determine whether the relationships between the independent variables (Compensation, Organizational Culture, and Rewards) and the dependent variable (Employee Productivity) are statistically significant.

Table 2. Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Compensation -> Employee Productivity	0.460	0.465	0.051	8.977	0.000
Organizational Culture -> Employee Productivity	0.392	0.387	0.069	5.656	0.000
Rewards -> Employee Productivity	0.210	0.210	0.048	4.365	0.000

The analysis shows significant positive relationships between Compensation, Organizational Culture, and Rewards on Employee Productivity. A path coefficient of 0.460 for Compensation indicates a 0.46-unit productivity increase per unit of compensation, confirming Hypothesis 1. Organizational Culture has a coefficient of 0.392, suggesting a 0.39-unit productivity increase per unit of cultural improvement, supporting Hypothesis 2. Rewards, with a coefficient of 0.210, show that effective rewards systems lead to a 0.21-unit productivity increase, confirming Hypothesis 3. These factors are crucial for enhancing employee productivity in the retail sector.

DISCUSSION

The findings show that compensation has a positive and significant effect on employee productivity, with a path coefficient of 0.460 and a t-statistic of 8.977, making it a crucial factor in retail companies. Employees who perceive their compensation as fair are more motivated, engaged, and committed to their work, leading to higher productivity. This aligns with previous studies emphasizing the importance of fair compensation in enhancing performance [7], [17]–[19]. Given the demanding nature of retail environments, competitive pay packages are essential for maintaining employee motivation and delivering quality customer service. Retail companies in

Indonesia should regularly review their compensation structures to ensure alignment with industry standards and employee expectations. The strong link between compensation and productivity underscores the role of financial incentives in boosting morale and performance, reducing turnover, and increasing engagement, making it vital for managers to develop fair and competitive compensation policies.

Organizational culture has a positive and significant effect on employee productivity, with a path coefficient of 0.392 and a t-statistic of 5.656, indicating that a strong and supportive culture boosts productivity. When employees feel part of a cohesive and value-driven culture, they are more engaged and perform better. This is consistent with research showing that a positive workplace culture fosters motivation and commitment [15], [21]–[24]. In the retail sector, where teamwork and customer interaction are critical, a strong organizational culture drives employees to provide better service and collaborate more effectively. For retail companies in Indonesia, creating an inclusive and empowering culture can significantly improve employee performance by promoting open communication, recognizing achievements, and aligning company values with employee aspirations. This, in turn, leads to higher productivity and better business outcomes.

The study found that rewards have a positive and significant effect on employee productivity, with a path coefficient of 0.210 and a t-statistic of 4.365, indicating that while the impact of rewards is smaller compared to compensation and organizational culture, it remains a crucial factor in motivating employees and enhancing performance. Both intrinsic and extrinsic rewards, such as bonuses, promotions, and recognition, serve as powerful motivators by acknowledging achievements and encouraging desired behaviors [25]–[28]. In the retail sector, where performance is often tied to sales and customer service, well-structured reward systems can boost motivation and productivity. Retail companies in Indonesia can benefit from implementing reward programs that recognize both individual and team accomplishments, such as performance-based bonuses or employee-of-the-month awards. To maximize effectiveness, rewards should be meaningful and aligned with employee preferences, combining financial incentives with non-financial benefits like career development opportunities and recognition to sustain engagement and productivity.

The combined effect of compensation, organizational culture, and rewards on employee productivity is substantial, as reflected in the high R-Square value of 0.753, indicating that 75.3% of the variance in productivity is explained by these factors. This highlights the critical need to manage these elements in an integrated manner for optimal employee performance. Although each factor independently contributes to productivity, their collective impact drives significant performance improvements. Retail companies should therefore adopt a holistic approach, aligning compensation, culture, and rewards to create a work environment that motivates and supports long-term employee development. For instance, fair compensation can be enhanced by a positive organizational culture that fosters collaboration, while a well-structured reward system can reinforce both financial and non-financial motivations, encouraging high levels

of performance. This integrated strategy ensures that employees feel valued and engaged, ultimately boosting productivity and business outcomes.

The findings of this study offer several practical implications for retail companies in Indonesia. First, companies should ensure their compensation packages are competitive and aligned with industry standards to attract and retain productive employees, with regular reviews and adjustments based on performance and market trends to maintain motivation and reduce turnover. Second, investing in a strong organizational culture that fosters teamwork, open communication, and shared values is essential, as a positive work culture enhances employee engagement and productivity, especially in customer-centric industries like retail. Third, implementing a robust reward system that includes both financial and non-financial incentives can further motivate employees and improve performance, with rewards tailored to employee preferences and aligned with organizational goals to maximize their effectiveness.

5. CONCLUSION

The results of this study demonstrate that compensation, organizational culture, and rewards are crucial in driving employee productivity in Indonesia's retail sector. Compensation has the strongest effect, underscoring the importance of fair and competitive pay to motivate employees. Organizational culture also has a significant positive impact, highlighting the need for a supportive and cohesive work environment. Additionally, rewards, both intrinsic and extrinsic, contribute to productivity by reinforcing the value of recognition and incentives. For retail companies in Indonesia, focusing on these key factors is essential for sustained productivity growth. Competitive compensation, a strong organizational culture, and effective reward systems can motivate and engage employees, leading to better customer service and improved business performance. This study offers a

foundation for future research and provides actionable insights for practitioners seeking to boost employee productivity.

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