



The effect of training, work motivation, and employee engagement on employee work productivity at the Population and Civil Registration Office, Humbang Hasundutan

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Abstract

This study aims to investigate and analyze the impact of training, work motivation, and employee engagement on the work productivity of employees at the Humbang Hasundutan Population and Civil Registration Office. The type of research used in this study is quantitative research. The sample in this study was 45 respondents. Based on the results of the hypothesis test, it can be concluded that training, work motivation, and employee engagement have a positive and significant effect on work productivity. Based on the results of the hypothesis test F, it is concluded that training, work motivation, and employee engagement together or simultaneously have a significant effect on work productivity. Based on the results of the analysis of the determination coefficient, it is known that the value of the determination coefficient (adjusted R-square) is 0.725. Based on this value, training, work motivation, and employee engagement were able to affect work productivity by 72.5%; other variables or factors explained the remaining 27.5%.

Keywords: Training, Work Motivation, Employee Engagement, Work Productivity

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INTRODUCTION

Human resources (HR) is an essential aspect for the survival and development of the organization. The era of globalization and digitalization plays a crucial role in enhancing the sustainability and development of human resources within organizations. Human resources are not only labor, but also a strategic factor in creating organizational competitiveness, so that the organization's need for ideal human resources is getting higher. The ideal human resource is a workforce that has high competence, motivation, and involvement in the organization, so that it can make maximum contribution to the achievement of organizational goals.

Work productivity is the ability of individuals, groups, or organizations to produce maximum performance by using available resources effectively and efficiently. Job training is one of the main strategies in human resource management that aims to improve employee skills, competence, and work effectiveness. Training has a close relationship with employee work productivity because providing quality, systematic, and sustainable training is a crucial investment that can increase work productivity and organizational competitiveness in the era of globalization. Likewise, at the Humbang Hasundutan Population and Civil Registration Office, employees sometimes do not take part in training seriously and do not understand its purpose, as they feel they can carry out their duties effectively. This aligns with the community's dissatisfaction with service quality and timeliness in service delivery. In economic theory, when employees become more productive, the company or agency will be more efficient, and the organization's goals will be easier to achieve. In other words, proper training will have a positive effect on work productivity.

In addition to training, work motivation is also one of the factors that has a significant impact on work productivity. The problem with work motivation in the Humbang Hasundutan Population and Civil Registration Office is that employees feel less motivated, both due to the leadership and the work environment itself.

In addition, employee engagement at the Humbang Hasundutan Population and Civil Registration Office should be high, considering the duties and responsibilities that should be carried out in the community. However, the results of observations show that this is not enough to meet good work productivity in the agency.

LITERATURE REVIEW

Human Resource Management

Human resource management is a process that addresses various challenges within the scope of employees, workers, managers, and other stakeholders to support the activities of human resources, organizations, or companies in achieving predetermined goals.

Kasmir (2016) stated that human resource management is a process of human management through planning, recruitment, selection, training, development, compensation, career, safety, and health, as well as maintaining industrial relations until termination of employment, to achieve company goals and improve stakeholder welfare.

Dessler (2015) states that Human Resource Management is a process that involves planning, organizing, directing, and controlling activities related to human resource management in an organization, including recruitment, selection, training, development, and performance appraisal.

Based on some of the above opinions, it can be concluded that human resources play a crucial role in meeting the organization's needs, from planning to managing human resources, which aims to support the achievement of organizational goals.

Manajeimein sumber daya manusia is a crucial aspect that organizations and companies must observe to achieve their goals. Several factors contribute to the success of the Manipuri Project: 1) Management, 2) organization, 3) direction, 4) control, 5) procurement, 6)

development, 7) compensation, 8) integration, 9) maintenance, 10) discipline, 11) dismissal.

Training

Dessler (2000) states that training is the process of teaching new or existing employees about the basic skills they need to carry out their jobs well. Furthermore, Mathis and Jackson (2006) conclude that training is an attempt to improve employee performance in their current job or other jobs for which they are responsible in the future through improving skills, knowledge, or attitude change.

Rivai (2009) states that training is a part of education that involves the process of learning to acquire and improve skills outside of formal education in a relatively short time with methods that are more focused on practice than theory.

Based on the perspective of the three experts, training can be defined as a facility provided by companies or agencies to employees, offering convenience and support for enhanced training and productivity in achieving organizational goals.

Mathis and Jackson (2006) mention that the benefits of training are:

1. Increased Competence
Helping employees develop the skills and knowledge necessary to carry out tasks effectively.
2. Performance Enhancement
Training contributes to better productivity and reduced work errors.
3. Preparation for Promotion
Provide provisions for employees to take on greater responsibilities in the future.

Desler (2000) states that the training indicators are as follows:

1. Achievement of Training Objectives
Measure the extent to which the training succeeds in achieving the goals that have been set, both in terms of technical skills, behavior, and knowledge.
2. Employee Performance
Examine the improvement in the performance of trained employees, including any increase in output or work efficiency.
3. Skills Retention
Measure the extent to which the skills taught in the training can be retained by employees in the long term.
4. Employee Motivation
Notice a change in employee motivation to work better after taking part in the training.

Work Motivation

Maslow (1943) stated that work motivation is the result of fulfilling hierarchical needs, starting from basic needs (physical and safety), then social needs, rewards, and self-actualization. Individuals will be motivated to work better if higher needs are met.

Rivai (2009) states that work motivation is a process that describes the impulse or force that causes a person to perform a specific action in their work. Rivai states that work motivation is strongly influenced by internal factors (such as personal goals, career, and individual satisfaction) and external factors (such as working conditions, recognition from superiors, and rewards from the organization). Hasibuan (2016) states that work motivation is a process that affects the intensity of a person's direction and perseverance to achieve specific goals. Motivation affects internal and external factors that include workplace activities. In other words, motivation is the key to increasing productivity and job satisfaction related to organizational goals. Sutrisno (2019) stated that motivation, as a psychological process in a person, will be influenced by various factors, and these factors are:

1. Internal Factors

a. The desire to be able to live

To be able to survive, one has to work. These desires include the need for compensation, permanent employment, and safe and comfortable working conditions.

b. The desire to be able to have

A person's strong desire for something drives them to be willing to work.

c. Desire to earn awards

A person wants to work because they desire recognition and respect from others.

d. Desire to gain recognition

The community appreciates achievements, harmonious working relationships, wise leaders, and the company where they work.

e. The desire for power

The desire to be in power or to have power will drive a person to work.

2. External Factors

a. Working environment conditions

b. The overall work facilities and infrastructure around employees who are doing work that can affect the implementation of work.

c. Soothing compensation

The primary motivation for companies is to encourage employees to work effectively.

d. Good supervision

Providing direction and work guidance for employees to work well without making mistakes.

e. Job security

There is a job guarantee in the form of career guarantees for the future, such as job promotions, severance pay, and others.

f. Status and responsibilities

Especially in someone who has worked for a long time in a stagnant position, they will be more motivated when entrusted with more status and responsibility, of course, accompanied by more rights.

g. Flexible rules

When rules are clear, firm, and flexible, people are more likely to comply, ensuring they are done well and motivating them to continue.

In this context, Maslow (1943) mentioned that the indicators of work motivation, namely:

1. Satisfaction of Basic Needs

The extent to which the physiological and safety needs of individuals in the workplace have been met.

2. Satisfaction of Social Needs

Connections and social relationships that are established in the workplace.

3. Satisfaction of Reward Needs

Recognition of achievements and appreciation for contributions made.

4. Satisfaction of the Need for Self-Actualization

Opportunities to grow, develop, and reach your best potential at work.

Rivai (2009) put forward several indicators of work motivation, including:

1. Job Satisfaction: Satisfaction with the work done, both in terms of tasks and work environment.

2. Improved Performance: Improved quality and quantity of work results after motivation.

3. Commitment to the Organization: The level of attachment an individual has to the organization and their willingness to work harder to achieve the organization's goals.

Employee Engagement

Ririn Yuzarni (2019). Employee engagement is a cognitive and emotional state where employees are genuinely involved in their work. This is reflected through positive behaviors such as enthusiasm, caring, and concern for achieving organizational goals. Bakker and Albrecht (2018) state that employee engagement is a state of work full of vigor, dedication, and deep involvement that encourages employees to contribute to their work to the fullest. Saks (2023) states that employee engagement is a psychological condition that occurs when employees feel that they are given enough resources and challenging work to achieve organizational goals. Based on the definition above, employee engagement is a condition where employees feel connected to their work, the company, and the organization's goals.

In this context, Hasibuan (2019) states that the factors that affect employee engagement are:

1. Leadership
That is, effective leadership plays a vital role in motivating and engaging employees.
2. Compensation and awards
Employees who receive fair compensation and appreciation for their contributions are more likely to be engaged with their work.
3. Training and development
Employees who are given opportunities to learn and grow will feel more valued and engaged.
4. Harmonious working relationship
Namely, the importance of a harmonious working relationship between employees, colleagues, and superiors will increase the enthusiasm and attachment of employees.
5. Work environment
Comfortable work facilities and a positive organizational culture influence how employees engage in their work.

Employee engagement is divided based on dimensions according to Schaufeli (2008:188) as follows:

1. Vigor (vigour)
Vigour. It is characterized by high energy and persistence, accompanied by joy and a willingness to invest maximum effort in completing the work, demonstrating perseverance in the face of difficulties.
2. Dedication
It is a condition characterized by workers being highly engaged in their work. This condition is characterized by a feeling of meaning, challenge, high enthusiasm, and providing significant inspiration for him both personally and socially.
3. Absorption
It can be defined as a stage characterized by concentration, eagerness, and a deep interest in work. It is characterized by a feeling of difficulty escaping from work and the feeling that time passes very quickly when doing the work.

Work Productivity

Sutrisno (2019) stated that work productivity is a mental attitude that always seeks improvements to what already exists. Marwansyah (2016) indicated that work productivity can be interpreted as concrete results produced by individuals or groups, especially in terms of quality and quantity achieved in a specific time. Nawawi (1998) stated that work productivity is the result obtained from resources that can reach the goals of an organization. This definition emphasizes the importance of human resources to attain maximum results for organizational goals. Based on some of the definitions above, it can be concluded that the definition of work productivity is the ability of employees to produce optimal tasks and work by using available resources.

Sutrisno (2009) lists several factors that can affect work productivity, namely:

1. Training
Work training is designed to equip employees with the necessary skills and knowledge to effectively use work equipment.
2. Employees' mental and physical abilities
The mental and physical state of employees is critical to the organization, as it has a very close relationship with employee work productivity.
3. Relationship between superiors and subordinates
The relationship between superiors and subordinates will affect daily activities. Thus, if employees are treated well, then the employees will also participate well in the production process, thus affecting the level of work productivity.

Sutrisno (2016) mentioned several indicators of work productivity, including:

1. Ability
Have the ability to carry out tasks. An employee's ability is highly dependent on their skills and professionalism at work.
2. Improving Results
Strive to improve the results achieved. The result can be felt by both those who do the work and those who enjoy the results of the work.
3. Work Spirit
An effort to be better than yesterday. This indicator is evident in the work ethic and the results achieved the following day compared to the previous day.
4. Self-Development
Continually develop yourself to improve your work skills. Self-development can be achieved by examining the challenges and expectations that will be encountered.
5. Quality
Always strive to improve the quality better than in the past. Quality is the result of work that shows the quality of an employee's work.

METHODS

Sugiyono (2020) stated that a population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that the researcher determines to study and then draw conclusions. Sugiyono (2017) states that the sample is part of the characteristics possessed by the population. The sample technique used in this study is a saturated sample, where saturated samples are sample determination techniques in which all members of the population are used as samples.

Sugiyono (2019) explained that the validity test is used to measure the validity of a questionnaire. Validity Test is an instrument used to measure whether the data that has been obtained is valid or appropriate. Sugiyono (2019) stated that the Reliability Test is the extent to which the measurement results using the same object will produce the same data. The Reliability Test is used to determine the extent to which the measurement results remain consistent when two or more measurements are taken against the same symptoms using the same measuring device.

Classical assumption tests are a series of statistical tests used to check whether the data in a regression analysis meet the basic assumptions of the classical linear regression model. Sugiyono (2021) states that multiple linear regression analysis is used by researchers when the researcher intends to predict how the state (rise and fall) of the dependent variable (criterion) will be, if the value is two or lower.

Regression analysis uses the following multiple regression equation formula:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Ghozali (2021) states that the purpose of the t-test is to see how far an independent variable individually influences in explaining the variation of the dependent variable. This test serves as the basis for making decisions to accept or reject hypotheses in the study, considering the constant significance of each independent variable. Ghozali (2021) stated that the purpose of the F Test is to determine whether regression model equations can be used to assess the influence of independent variables on dependent variables. Ghozali (2021) states that the determination coefficient test is a value that describes how a change in an independent variable can characterize a change in a dependent variable. The determination coefficient (R^2) aims to measure how well the model can explain the variation of dependent variables. The value of the determination coefficient ranges from $0 \leq R^2 \leq 1$. A small R^2 value means that the ability of independent variables to explain the variation of dependent variables is minimal. A value of R^2 that is close to one indicates that the independent variables almost provide the information needed to predict the dependent variables.

RESULTS AND DISCUSSION

Test Data Analysis

1. Validity test

Table 1. Training Validity Test

Training	r Count	r Table	Information
X1.1	0.893	0.361	Valid
X1.2	0.835	0.361	Valid
X1.3	0.854	0.361	Valid
X1.4	0.905	0.361	Valid
X1.5	0.777	0.361	Valid
X1.6	0.907	0.361	Valid
X1.7	0.9	0.361	Valid
X1.8	0.853	0.361	Valid

Source: IBM SPSS Data Processing Results, 2025

The table above is known to have all the calculated values > 0.361 (r_{table}). So it can be concluded that all statements on the training variables in this study are valid.

Table 2. Work Motivation Validity Test

Work Motivation	r Count	r Table	Information
X2.1	0.494	0.361	Valid
X2.2	0.399	0.361	Valid
X2.3	0.611	0.361	Valid
X2.4	0.555	0.361	Valid
X2.5	0.684	0.361	Valid
X2.6	0.666	0.361	Valid
X2.7	0.542	0.361	Valid
X2.8	0.393	0.361	Valid

Source: IBM SPSS Data Processing Results, 2025

The table above is known to have all the calculated values > 0.361 (table). So it can be concluded that all statements on the work motivation variable in this study are valid.

Table 3. Employee Engagement Validity Test

Employee Engagement	r Count	r Table	Information
X3.1	0.933	0.361	Valid
X3.2	0.868	0.361	Valid
X3.3	0.902	0.361	Valid
X3.4	0.991	0.361	Valid
X3.5	0.962	0.361	Valid
X3.6	0.972	0.361	Valid

Source: IBM SPSS Data Processing Results, 2025

The table above shows that all the calculation values are > 0.361 (table). So it can be concluded that all statements on the employee engagement variable in this study are valid.

Table 4. Work Productivity Validity Test

Work Productivity	r Count	r Table	Information
Y.1	0.925	0.361	Valid
Y.2	0.893	0.361	Valid
Y.3	0.894	0.361	Valid
Y.4	0.956	0.361	Valid
Y.5	0.956	0.361	Valid
Y.6	0.958	0.361	Valid
Y.7	0.874	0.361	Valid
Y.8	0.923	0.361	Valid
Y.9	0.9	0.361	Valid
Y.10	0.87	0.361	Valid

Source: IBM SPSS Data Processing Results, 2025

The table above is known to have all the calculated values > 0.361 (rtable). So it can be concluded that all statements on the work productivity variable in this study are valid.

2. Reality Test

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	N of Items	Information
Training	0.966	8	Reliable
Work Motivation	0.819	8	Reliable
Employee Engagement	0.981	6	Reliable
Work Productivity	0.983	10	Reliable

Source: IBM SPSS Data Processing Results, 2025

The table above indicates that a statement is considered reliable if its Cronbach's alpha value exceeds 0.60, indicating that the research questionnaire is reliable. It is known that the questionnaire in this study is trustworthy because the entire Cronbach's alpha value of the above research variable tables is greater than 0.60.

Classic Assumption Test

1. Normality Test

In this study, the normality test of residuals uses the Kolmogorov-Smirnov test.

Table 6. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		45
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.72480060
Most Extreme Differences	Absolute	.103
	Positive	.103
	Negative	-.063
Test Statistic		.103
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

Source: IBM SPSS Data Processing Results, 2025

The table above can be found, the probability value, or Asymp. Sig. (2-tailed) of 0.200. Because the probability value, which is 0.200, is greater than the significance level, which is 0.05. This means that the data is distributed normally.

2. Multicollinearity Test

Multicollinearity testing aims to determine whether independent variables are interrelated. The multicollinearity test needs to be carried out because the number of independent variables in this study exceeds one.

Table 7. Multicollinearity Test
Coefficient

Type	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	2.997	4.458			
Training	.417	.083	.467	.718	1.393
Work Motivation	.165	.075	.177	.980	1.020
Employee Engagement	.823	.153	.501	.718	1.393

a. Dependent Variable: Work Productivity

Source: IBM SPSS Data Processing Results, 2025

The table above shows all VIF values of the free variable < 10 and the Tolerance value > 0.1, so it can be concluded that the regression model does not have multicollinearity.

3. Heteroscedasticity Test

The heteroscedasticity test is used to test whether in a regression model there is similarity or unequal variance between one observation and another.

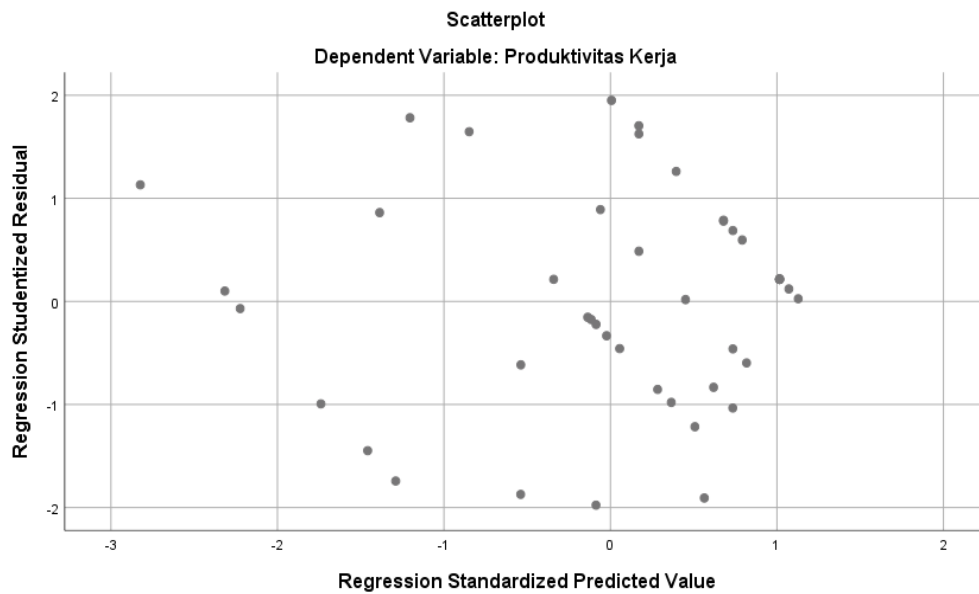


Figure 1. Scatterplots Chart Heteroskedasticity Test
 Source: IBM SPSS Data Processing Results, 2025

Based on the Figure above, it is evident that the dots are randomly scattered, both above and below the Y-axis number 0. The statistical test used is the Glejser Test, which involves regressing the residual absolute value against its independent variables.

Table 8. Heteroscedasticity Tests

**Glover Test
 Coefficient**

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	6.717	2.546		2.638	.012
Training	.016	.048	.057	.328	.744
Work Motivation	-.084	.043	-.291	-1.964	.056
Employee Engagement	-.122	.088	-.242	-1.399	.169

a. Dependent Variable: abs_res

Source: IBM SPSS Data Processing Results, 2025

Based on the results of the table above, it is known that the Sig. The value in each variable exceeds 0.05, indicating that there is no heteroscedasticity in the regression model of this study.

Multiple Linear Analysis

Table 9. Multiple Linear Regression Analysis
 Coefficient

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.997	4.458		.672	.505
Training	.417	.083	.467	4.999	.000
Work Motivation	.165	.075	.177	2.213	.033
Employee Engagement	.823	.153	.501	5.369	.000

a. Dependent Variable: Work Productivity

Source: IBM SPSS Data Processing Results, 2025

The table above shows that the multiple linear regression equation is obtained as follows:

$$Y = 2.997 + 0.417X_1 + 0.165X_2 + 0.823X_3 + e$$

Hypothesis Test

1. Partial Test (T)

Table 10. Partial Impact Significance Test

Type	Coefficient		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients	Std. Error			
	B		Beta		
1(Constant)	2.997	4.458		.672	.505
Training	.417	.083	.467	4.999	.000
Work Motivation	.165	.075	.177	2.213	.033
Employee Engagement	.823	.153	.501	5.369	.000

a. Dependent Variable: Work Productivity

Source: IBM SPSS Data Processing Results, 2025

2. Simultaneous Test (F)

Table 11. Simultaneous Influence Significance Test

NEW ERA					
Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	379.414	3	126.471	39.614	.000b
Residual	130.897	41	3.193		
Total	510.311	44			

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Employee Engagement, Work Motivation, Training

Source: IBM SPSS Data Processing Results, 2025

Based on the table above, it is known that the value of F is calculated as $39.614 > F$ of table 2.83, and the value of Sig is $0.000 < 0.05$. It can be concluded that training, work motivation, and employee engagement together or simultaneously have a significant effect on work productivity.

3. Determination Coefficient Analysis (R²)

Table 12. Coefficient of Determination

Model Summary ^b				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862a	.743	.725	1.787

a. Predictors: (Constant), Employee Engagement, Work Motivation, Training

b. Dependent Variable: Work Productivity

Source: IBM SPSS Data Processing Results, 2025

The table above shows that the value of the determination coefficient (adjusted R-square) is 0.725. Based on this value, training, work motivation, and employee engagement were able to affect work productivity by 72.5%, other variables or factors explained the remaining 27.5%.

CONCLUSIONS

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. Based on the results of the hypothesis test t, it is known that the t-value of the training calculation is $4.999 > t$ table 2.019, and the sig value is $0.000 < 0.05$. It can be concluded that training partially has a positive and significant effect on work productivity.
2. Based on the results of the hypothesis test t, it is known that the t-value of work motivation calculation is $2.213 > t$ table 2.019, and the sig value is $0.033 < 0.05$, so it can be concluded that work motivation partially has a positive and significant effect on work productivity.
3. Based on the results of the hypothesis test t, it is known that the t-value of employee engagement is $4.369 > t$ table 2.019 and the sig value is $0.000 < 0.05$, so it can be concluded that employee engagement partially has a positive and significant effect on work productivity.
4. Based on the results of the hypothesis test F, it is known that the value of F is calculated as $39.614 > F$ table 2.83, and the value of Sig is $0.000 < 0.05$, so it can be concluded that training, work motivation, and employee engagement together or simultaneously have a significant effect on work productivity.
5. Based on the results of the analysis of the determination coefficient, it is known that the value of the determination coefficient (adjusted R-square) is 0.725. Based on this value, training, work motivation, and employee engagement are able to affect work productivity by 72.5%, the remaining 27.5% is explained by other variables or factors, namely the work environment, organizational culture, and leadership.

Based on the conclusions of this study, the researcher proposed several suggestions, namely the following:

1. The Humbang Hasundutan Population and Civil Registration Office is advised to hold regular technology-based training, involve experts, use interactive methods, and evaluate results periodically to improve staff competence and service quality.
2. Give appreciation for staff performance, facilitate self-development training, create a comfortable work environment, and improve open communication between superiors and subordinates.
3. To increase employee engagement at the Humbang Hasundutan Population and Civil Registration Office, improve two-way communication, provide career development opportunities, involve staff in decision-making, and create reward programs and fun team-building activities.

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