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Analysis of Education Level, Work Experience, Responsibility, and Work Loyalty in Providing Salary/Wages

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Abstract

This study aims to analyze the influence of education level, work experience, responsibility, and work loyalty in providing salaries/wages (case study of students and alumni of the Master of Technology and Business Institute). Previous studies have identified several gaps, including limitations in the context of the research population, methodological limitations, and the lack of an integrative approach based on case studies of higher education institutions. This research offers several novel aspects that develop an integrative model and presents a specific and unique empirical context, namely case studies of students and alumni. This study uses a quantitative approach, by collecting data through a Google form filled out by students and alumni and then processing the data using the SPSS 26 application. The sample in this study was students and alumni of the Master of Technology and Business Institute who were randomly selected as many as 40 respondents. The results of this study show that level of education, work experience, responsibility, and work loyalty have a significant influence on the size of salary/wages given. This study has limitations because many other factors influence salaries/wages, which would undoubtedly yield conflicting results. Nevertheless, the findings reinforce the importance of human capital and professional attitudes in determining salary/wage levels and offer practical implications for organizations designing more objective, competency-based payroll systems.

Keywords: Education; Work Experience; Responsibility; Loyalty; Salary/Wages

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INTRODUCTION

From a strategic management perspective, organizational sustainability is significantly influenced by its ability to effectively manage internal resources. In an era of global competition and economic transformation, compensation/salary management has become a strategic issue in human resource management. Salaries or wages are no longer viewed solely as financial rewards, but as a crucial instrument for increasing productivity, retaining a qualified workforce, and creating an organizational competitive advantage. An effective remuneration system must objectively reflect individual contributions, consider human resource characteristics, and align with the principles of fairness and organizational performance (Ismail et al., 2022).

Salary/wages are rewards or compensation received by workers for services or labor rendered. Salary is payment or remuneration given to workers (Karinsqie, 2021). In the Manpower Law No. 13 of 2003, wages are workers' rights received and expressed in monetary form as compensation from the employer to workers, determined and paid according to an employment agreement. Salary/wages are the total rewards received by employees as appreciation for their contributions to the organization, both financial and non-financial (Ihalauw et al., 2024). Wages are a strategic investment that directly contributes to a company's competitiveness. A fair, competitive, and performance-based wage system is an important foundation for companies to achieve long-term success (Ling et al., 2025).

The amount of salary/wage in Indonesia is regulated by law, primarily to ensure minimum standards and fairness for workers. Salary/wage is one of the things that motivates workers (S.K et al., 2025). However, several surveys have shown that salaries/wage payments are not commensurate with their work. In this context, workers feel disadvantaged by the organization. This means that salary/wage payments still face problems. On the one hand, companies do not want to lose money because the salary/wage is too high, and on the other hand, workers do not want to lose what they have done. Therefore, there needs to be a clear solution to this problem. Several factors influence salary/wage amounts, which in this study are related to education level, work experience, responsibility, and work loyalty. This study uses a case study of students and alumni of the Master's Institute of Technology and Business, where the majority of students are employed. This is a private university in Riau Province that is within a technology and business-based higher education environment. The data on active students of the Master's Institute of Technology and Business is as follows:

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Table 1. Student Data 2026

Study program	Annual Reporting Data			
	Status	Level	Number of Students	Total Students
Accounting	Active	S-1	223	1.577
Management	Active	S-1	1.189	
Information Systems	Active	S-1	165	

Source: Academic Institute of Technology and Business Master

Based on the active student data above, they are spread across three study programs: Accounting, Management, and Information Systems, with a total of 1,577 students. The Management study program has the largest number of students, followed by Accounting and Information Systems. Developments in the global labor market indicate an increasing demand for highly educated workers who possess not only academic competence but also professional skills, integrity, and commitment to the organization. This will determine the salary/wage earned.

The first factor, education level, is the primary basis for determining basic skills and cognitive abilities. The higher a person's education level, the higher their potential salary, making education an investment in human resources (Araki, 2025). In human capital theory, education is a form of investment that improves the skills, knowledge, and productivity of the workforce, so companies are willing to pay higher salaries in return for this contribution. According to research by Zhou (2023), education level has a positive and significant influence on salary/wages earned. The second factor, work experience, indicates a person's ability to carry out tasks based on past experience. Work experience has a more significant impact on the amount of compensation received by workers (Sirait et al., 2025). Employees with longer and more relevant experience will receive higher salaries than new workers (fresh graduates), because they are considered more efficient and require less training. Work experience has been shown to increase the ability to adapt to company culture and reduce the risk of task failure (Saputra et al., 2022).

The third factor, Responsibility, relates to the position and workload. Positions with high risk, significant workload, and significant responsibility are typically paid higher wages (the principle of equal pay for equal work and risk-reward). Employees with a strong sense of responsibility for the company's success (high productivity) will be

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compensated with appropriate remuneration (Badarudin et al., 2026). The fourth factor, Loyalty, is an employee's dedication to remaining and contributing long- term to the company. Although loyalty is often assessed qualitatively, compensation and salary are the primary factors influencing employee loyalty (Yap, 2025). Companies tend to provide salary increases, incentives, or bonuses to loyal employees as a form of retention to prevent them from moving to competitors (avoiding high turnover costs). Overall, these four factors operate within a performance-based compensation system. Education level and work experience are predictors of initial salary, while responsibility and job loyalty are determining factors for continuation and long-term salary increases. Providing appropriate wages based on these four factors will encourage higher work productivity and the success of an organization (Shidiqi & Pasiya, 2019).

Research on the factors influencing salary/wage payments has been extensively conducted in labor economics and human resource management. However, previous studies have encountered several gaps, such as limited research population context, methodological limitations, and the lack of an integrative approach based on case studies of higher education institutions. This research offers several novel aspects that distinguish it from previous studies. First, it develops an integrative model that combines human capital factors (education level and work experience) with organizational behavior factors (responsibility and job loyalty) to explain salary/wage payments. This integration provides a new, more holistic perspective. Second, this research presents a specific and unique empirical context, namely a case study of students and alumni of a Master's degree program at the Institute of Technology and Business. Thus, this research not only contributes to theory development but also has strong applicative implications. This approach is expected to enrich the literature on salary/wage determinants and provide new perspectives in labor economics and human resource management.

LITERATURE REVIEW

Salary/Wage Theory

Salary/wages are a form of financial compensation provided by employers to workers in exchange for their energy, time, skills, and contributions to the production process. Salaries are usually paid on a fixed and periodic basis (monthly) to permanent workers, while wages tend to be paid based on the unit of time worked (hours/days) or specific work output. From a human resource management perspective, salaries are part of a compensation system designed to attract, retain, and motivate workers to achieve organizational goals (Kao, 2019).

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Education Level

Education is a conscious and planned effort to create a learning environment and process that allows students to actively develop their potential. Education is a lifelong learning process that enables individuals to develop intellectual, emotional, social, and moral capacities. From an economic perspective, education is also viewed as an investment in human capital that contributes to increased productivity and individual income (Zhang & Han, 2025).

Education is a form of human capital investment that improves an individual's skills, knowledge, and productivity. The higher a person's education, the higher their productivity, thus encouraging companies to pay higher salaries. Education not only increases productivity but also serves as a signal of ability to employers. Educational level is an indicator of an individual's quality, intelligence, and discipline. Therefore, companies are willing to offer higher salaries/wages. Furthermore, education serves as a prerequisite for selecting employees within a company. In essence, education plays a crucial role in determining salary/wages (Janzakovna, 2025).

Work Experience

Work experience is the accumulation of knowledge, skills, and abilities acquired by an individual through direct involvement in work activities over a period of time. Work experience is seen as an indicator of a person's readiness and maturity to carry out tasks effectively and efficiently. Work experience is a key factor influencing productivity and income levels, as the longer a person works, the greater their skills and economic value in the labor market (Nazli, 2004).

Responsibility

Responsibility is an employee's commitment to completing tasks on time, according to established standards, and maintaining the trust placed in them by the company. Responsibility is an employee's awareness and willingness to carry out assigned tasks and obligations and accept the consequences of every action or decision taken. A high level of responsibility demonstrates professionalism, integrity, and discipline, which ultimately can influence performance appraisals and provide opportunities for higher salaries/wages (Manove, 1997).

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Work Loyalty

Work loyalty is an employee's attitude and commitment to remain loyal, support, and consistently contribute to the company they work for. Loyalty is reflected not only in length of service but also in consistent positive behavior, responsibility, and support for company policies. Employees with high levels of loyalty tend to have high levels of work attendance and demonstrate better and more productive performance, which companies consider when offering higher salaries/wages (Mazur & Wierzbicka, 2021).

RESEARCH METHODS

Research methods are the best way to determine the objectives and outcomes of a study. There are steps that must be taken to obtain good research results. In this study, the SPSS 26 application was used (Damayanti, 2013).

Data Types and Sources

The type of data used in this study is secondary data, that is, data obtained indirectly, but rather through intermediaries (second parties) or literature studies, such as books, journals, reports, and previous documents. In research, data sources are crucial in producing research. Furthermore, a quantitative method is used, namely a method that emphasizes numerical analysis (numbers) processed using statistical methods (Aswanto, 2020).

Population and Sample

The population in this study is the entire subject or object that shares certain characteristics and is the target of the study. The population in this study was all students at the Master's Program of Technology and Business (Aswanto, 2021). A sample is a portion of the population deemed representative of the population's characteristics and used as research subjects. The sample used in this study was randomly selected students, resulting in a total of 40 students and alumni of the Master's Program of Technology and Business.

Analysis Techniques

The data collected in this study will be analyzed using several tests, as follows (Leksono, 2013) :

a. Data Feasibility Test

- Validity Test

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Reliability Test

b. Classical Assumption Test
- Normality Test
- Heteroscedasticity Test
- Multicollinearity Test

c. Hypothesis Test
- Coefficient of Determination Test
- Simultaneous Test (F Test)
- Partial Test (T Test)

RESULTS AND DISCUSSION

Research Results

This study discusses education level, work experience, responsibility, and work loyalty in relation to salary/wage distribution. The data were analyzed using multiple regression analysis using SPSS 26. The results and discussion outline several preliminary steps. The steps in this data analysis technique are as follows (Damodar N. Gujarati, 2006) :

Data Feasibility Test

Validity Test

In validity testing, a study can be considered valid if the calculated r value is greater than the table r value, or with a significance level of 0.05. According to Ghozali (2017), validity testing is used to measure the validity of questionnaire data. A questionnaire is considered valid if its statements accurately define what the study aims to measure. The basis for decision-making is as follows:

a. If calculated T > table T: valid
b. If calculated T < table T: invalid

Table 2. Validity Test Results

Salary/wage (Y)			
No	R count	R table	Information
1	0.849	0.3120	Valid
2	0.887	0.3120	Valid
3	0.948	0.3120	Valid

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4	0.842	0.3120	Valid
Loyalty (X4)			
No	R count	R table	Information
1	0.615	0.3120	Valid
2	0.857	0.3120	Valid
3	0.734	0.3120	Valid
4	0.828	0.3120	Valid
5	0.911	0.3120	Valid
6	0.797	0.3120	Valid
Responsibility (X3)			
No	R count	R table	Information
1	0.825	0.3120	Valid
2	0.584	0.3120	Valid
3	0.554	0.3120	Valid
4	0.821	0.3120	Valid
5	0.856	0.3120	Valid
6	0.739	0.3120	Valid
Work experience (X2)			
No	R count	R table	Information
1	0.862	0.3120	Valid
2	0.874	0.3120	Valid
3	0.761	0.3120	Valid
4	0.876	0.3120	Valid
5	0.851	0.3120	Valid
6	0.691	0.3120	Valid
Level of education (X1)			
No	R count	R table	Information
1	0.619	0.3120	Valid
2	0.731	0.3120	Valid
3	0.792	0.3120	Valid
4	0.796	0.3120	Valid
5	0.869	0.3120	Valid

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6	0.709	0.3120	Valid

Source: Processed SPSS 26 data

Reliability Testing

Reliability testing is a test to determine the extent to which a research instrument (such as a questionnaire) can produce consistent and stable results when used repeatedly under the same conditions. A questionnaire is considered consistent or reliable if its Cronbach's alpha (α) is greater than the alpha coefficient of 0.60. According to Sugiyono (2018), a reliable instrument is one that, when used repeatedly to measure similar objects, produces similar (reliable) data for each measurement. Simply put, reliability indicates the level of trust in a measuring instrument. If an instrument is reliable, the measurement results will not change significantly when repeated. The following are the test criteria:

a. If the Cronbach's alpha value is > 0.60, the instrument is considered reliable.
b. If the Cronbach's alpha value is < 0.60, the instrument is considered unreliable.

Table 3. Reliability Test Results

Variables	Cronbach's alpha	R table	Information
Salary/Wage (Y)	0.903	0.60	Reliabel
Loyalty (X4)	0.875	0.60	Reliabel
Responsibility (X3)	0.829	0.60	Reliabel
Work Experience (X2)	0.899	0.60	Reliabel
Education Level (X1)	0.841	0.60	Reliabel

Source: Processed SPSS 26 data

Classical Assumption Test

Normality Test

The normality test is a statistical test to determine whether research data is normally distributed. This study used the One-Sample Kolmogorov-Smirnov Test. The basis for making this decision is:

a. If the significance value is >0.05, then the residual value is normally distributed.
b. If the significance value is <0.05, then the residual value is not normally distributed.

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Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test

Unstandardiz ed Predicted Value

N		40
Normal Parameters[a,b]	Mean	14.8750000
	Std. Deviation	2.63914398
Most Extreme Differences	Absolute	.084
	Positive	.080
	Negative	-.084
Test Statistic		.084
Asymp. Sig. (2-tailed)		**.200**[c,d]

c. Test distribution is Normal.
d. Calculated from data.
e. Lilliefors Significance Correction.
f. This is a lower bound of the true significance.
Source: Processed SPSS 26 data

Based on the results of the analysis of the table above, the significance value obtained is 0.200 > 0.05, so it can be concluded that the data in this study is normally distributed.

Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there is inequality of variance in a regression model. In good regression, the residual variance should be constant. If the variance varies for each value of the independent variable, heteroscedasticity occurs, which can make the regression analysis results less accurate. This study used the Glejser test. The basis for decision-making is:

a. If the significance value is >0.05, heteroscedasticity does not occur.
b. If the significance value is <0.05, heteroscedasticity occurs.

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Table 5. Heteroscedasticity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.713	1.576		1.087	.285
	Loyalty	.007	.108	.019	.065	.949
	Responsibility	.033	.092	.101	.359	.722
	Work experience	-.046	.093	-.163	-.500	.620
	Level of education	.007	.081	.022	.090	.929

a. Dependent Variable: Abs_Res

Source: Processed SPSS 26 data

Based on the results of the analysis of the table above, the significance of X1 (0.929), X2 (0.620), X3 (0.722), X4 (0.949) > 0.05 is obtained, so it is concluded that heteroscedasticity does not occur.

Multicollinearity Test

This test aims to determine whether the regression model detects a correlation between independent variables. This is the basis for decision-making. According to Ghozali, no multicollinearity is present if the tolerance value is >0.100 and the VIF value is <10.00.

Table 6. Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
			Std. Error	Beta			Tolerance	VIF
1	(Constant)		2.422		-.182	.856		
	Loyalty	.462	.166	.541	2.779	.009	.319	3.135
	Responsibility		.142	.078	.425	.674	.355	2.821
	Work experience	.126	.143	.188	.885	.382	.267	3.749

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	Level of education		.125	.001	.005	.996	.474	2.111

a. Dependent Variable: Salary/Wages
Source: Processed SPSS 26 data

Based on the results of the analysis of the table above, the tolerance values obtained for X1 (0.474), X2 (0.267), X3 (0.355), X4 (0.319) > 0.100, while the VIF values for X1 (2.111), X2 (3.749), X3 (2.821), X4 (3.135) < 10.00, so it is concluded that there are no symptoms of multicollinearity.

Hypothesis Testing

Coefficient of Determination (R2 Test)

The coefficient of determination (R2) is a number that indicates the proportion or percentage of the total variation in the dependent variable (Y) explained by the independent variable (X).

Table 7. Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760[a]	**.577**	.529	2.383

c. Predictors: (Constant), Education level, Responsibility, Loyalty, Work experience
Source: Processed SPSS 26 data

Based on the results of the analysis above, the percentage of diversity of variable Y that can be explained by the variables of education level (X1), work experience (X2), responsibility (X3), and work loyalty (X4) is 57.7%, while the remaining 42.3% is influenced by other variables that are not included.

Simultaneous Test (F Test)

The simultaneous test is used to determine whether learning interest (X1) and learning environment (X2) simultaneously influence academic achievement (Y). The basis for decision-making is as follows:

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a. If sig < 0.05 or calculated F > F table, there is a simultaneous effect of variable X on variable Y.
b. If sig > 0.05 or calculated F < F table, there is no simultaneous effect of variable X on variable Y.
The results of the F test are shown in the following table:

Table 8. Simultaneous Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	271.638	4	67.910		**11.960**	**.000[b]**
	Residual	198.737	35	5.678			
	Total	470.375	39				

a. Dependent Variable: Salary/Wages
b. Predictors: (Constant), Education level, Responsibility, Loyalty, Work experience
Source: Processed SPSS 26 data

Based on the results of the analysis of the table above, the calculated F value (11.960) > 0.1200 and the sig value 0.000 < 0.05 were obtained, so it can be concluded that there is a positive and significant influence of the variables of education level (X1), work experience (X2), responsibility (X3), and work loyalty (X4) simultaneously on the salary/wage variable (Y).

Partial Test (T-Test)

Partial tests are conducted to determine the extent to which an explanatory or independent variable individually explains the variation in the dependent variable. The basis for decision-making is as follows:

a. If T count > T table with a sig. <0.05, this indicates a significant relationship between the dependent variables.
b. If T count < T table with a sig. <0.05, this indicates no significant relationship between the dependent variables.

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Table 9. Partial Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	**-.442**	2.422		-.182	.856
	Loyalty	**.462**	.166	.541	2.779	**.009**
	Responsibility	**.060**	.142	.078	.425	**.674**
	Work experience	**.126**	.143	.188	.885	**.382**
	Level of educatio n	**.001**	.125	.001	.005	**.996**

a. Dependent Variable: Salary/Wages

Source: Processed SPSS 26 data

The results of the data processing can be explained as follows:

Y = -0.442 + 0.001X1 + 0.126X2 + 0.060X3 + 0.462X4

a. Based on the analysis of the table above, a sig. value of 0.996 > 0.05 is obtained. It can be concluded that education level has a positive but insignificant effect on salary/wages. This means that a higher level of education provides the opportunity to earn a higher salary/wages.
b. Based on the analysis of the table above, a sig. value of 0.382 > 0.05 is obtained. It can be concluded that work experience has a positive but insignificant effect on salary/wages. This means that someone with work experience has the opportunity to earn a higher salary/wages.
c. Based on the analysis of the table above, a sig. value of 0.674 > 0.05 is obtained. It can be concluded that responsibility has a positive but insignificant effect on salary/wages. Therefore, it can be interpreted that greater responsibility also brings the opportunity to earn a higher salary/wage.
d. Based on the analysis of the table above, the significance value obtained is 0.009 < 0.05, thus concluding that job loyalty has a positive and significant effect on salary/wage. Therefore, it can be interpreted that someone with high job loyalty has the opportunity to earn a higher salary/wage.

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DISCUSSION

Relationship between education level and salary/wages

The relationship between education level and salary/wages can theoretically be explained through the framework of human capital theory, which states that education is an investment that increases individual productivity and is ultimately rewarded through higher compensation (Wannakrairoj, 2018). Individuals with higher educational degrees often earn higher salaries/wages because their qualifications are considered valuable assets to companies. Therefore, it is assumed that education level has a positive effect on salary/wages (Novialumi & Winata, 2025). Education plays a crucial role in national life and the effort to create quality human resources (Aswanto, 2023). Thus, education not only improves technical and cognitive abilities but also serves as a signal of individual quality in the labor market.

In addition to human capital theory, signaling theory also explains that education serves as a signal of an individual's quality and abilities in the eyes of employers. In this case, education level is an indicator in determining salaries/wages (Jumawan et al., 2024). This is further reinforced by labor market segmentation theory, which states that education level will help an individual access job market segments that offer stability and higher wages. Therefore, these various theories clearly emphasize that education plays a strategic role in creating wage differentiation by increasing productivity, credibility, and access to higher-quality job opportunities (Saputra et al., 2022).

Relationship between work experience and salary/wages

Work experience is the process of developing knowledge and skills. Work experience is a measure of the length of time or length of service a person has worked to understand and perform the tasks of a job effectively (Firdauz, 2023). Someone with more work experience will naturally have a better understanding of what to do when faced with a problem. Furthermore, someone will be quicker at work and won't have to adapt to the tasks they will be performing due to their experience (Jumawan, 2021).

Work experience is an investment in skill development and will boost productivity. Work experience has a positive impact on salary/wage increases because, through the process of learning by doing, workers become more efficient, skilled, and able to handle more complex responsibilities (Priya et al., 2020). The longer a person's work experience, the greater the accumulation of practical knowledge and professional competence, so companies tend to provide higher salaries/wages as a form of appreciation for their contributions, especially when combined with work experience gained abroad. Therefore,

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quality and relevant work experience are important factors in determining long-term compensation development (Andresen et al., 2022). As wages increase with work experience, the marginal return to work not only equals wages but also includes future earnings increases due to increased experience (French & Stafford, 2026).

Relationship between responsibility and salary/wage

An individual with greater responsibility typically possesses greater competence, managerial skills, and decision-making capacity, resulting in organizations providing commensurate compensation. Furthermore, wage differential theory states that jobs with greater risk, workload, and responsibility tend to be rewarded with higher wages as compensation for the demands of the job (Ridhotama et al., 2024).

However, this relationship is also influenced by other factors such as job structure, performance evaluation systems, and company remuneration policies. Clear and measurable responsibilities within a job position enable organizations to implement a fair, performance-based compensation system, creating a balance between the burden of responsibility and the financial rewards received (Suwadi, 2024).

The Relationship between Job Loyalty and Salary/Wage

Loyalty can mean obedience and faithfulness. Job loyalty reflects emotional attachment, normative commitment, and an individual's desire to remain with the organization (Yap, 2025). In human resource management practices, employees who demonstrate high loyalty tend to have good retention rates, stable productivity, and long-term contributions to the company. As a token of appreciation for this commitment, organizations often provide compensation in the form of salary increases, bonuses, or incentives based on tenure (Egyansyah et al., 2022). Loyalty is not only a consequence of salary levels but can also serve as a variable that strengthens the relationship between tenure, performance, and long-term compensation increases (Riyadi et al., 2023).

Employees who are satisfied with their salaries/wages tend to be more motivated to stay at their jobs. This satisfaction builds positive feelings about the workplace and strengthens their relationship with the company, ultimately increasing loyalty. This suggests that loyalty has a significant influence on salary/wages (Prabowo et al., 2025).

CONCLUSION

For the success and sustainability of an organization, designing a transparent wage/salary policy is crucial, as is developing strategies to improve the quality of human

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resources through continuing education, developing work experience, and strengthening a culture of responsibility and loyalty. This study emphasizes the importance of a comprehensive approach to understanding the mechanism of salary/wage distribution. The results of this study are expected to serve as a reference for organizations in designing a salary/wage distribution system that is fairer, more objective, and oriented towards improving employee performance and welfare. Furthermore, the findings of this study open up opportunities for the development of broader and more in-depth research to enrich the study of wage dynamics in various sectors and economic contexts. Thus, this research not only provides a practical contribution to the world of work but also strengthens the academic foundation in the study of human resource management and labor economics.

To enhance the academic contribution and practical relevance of this research, future studies are recommended to develop a more comprehensive model by incorporating mediating or moderating variables. Furthermore, integrating quantitative and qualitative methods (mixed methods) will enrich the analysis, particularly in understanding internal organizational policies related to determining payroll structures. Practically, companies are advised to design a more transparent, competency-based compensation system. Thus, the salary/wage system will not only be oriented towards administrative aspects but also become a strategic instrument for increasing an organization's productivity and sustainability.

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