

THE EFFECT OF WORK MOTIVATION, COMPENSATION, WORK DISCIPLINE AND WORK ENVIRONMENT ON EMPLOYEE WORK PRODUCTIVITY AT PT HYUP SUNG PURBALINGGA

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Abstract

This study investigates the impact of work motivation, compensation, work discipline, and work environment on employee productivity at PT Hyup Sung Purbalingga, prompted by unmet production targets and inconsistent findings in prior research. Employing a quantitative associative approach, the study used simple random sampling, with 54 respondents selected from a population of 114 cutting department employees based on Slovin's formula. Data were analyzed using multiple linear regression through IBM SPSS Statistics version 27. The results show that all four independent variables—motivation, compensation, discipline, and work environment have a positive and significant effect on employee productivity. Each hypothesis was statistically supported, highlighting the relevance of these factors in enhancing performance outcomes. The findings suggest that improving employee welfare, such as offering additional allowances, can contribute to higher productivity. Strategically reinforcing these human resource aspects can support the company in consistently meeting production targets and improving overall organizational effectiveness.

Keywords: productivity; motivation; compensation, discipline, environment.

Introduction

Human resources represent one of the most critical assets within an organization (Apriyanto et al., 2023). This significance stems from the unique characteristics of human resources, which encompass emotional intelligence, desires, skills, knowledge, motivation, energy, and a sense of purpose—all of which directly contribute to the achievement of organizational objectives (Soetrisno, 2009). Saleh and Utomo (2018) emphasize that in fulfilling their core objective of consistently delivering high-quality products, companies must adopt a structured and strategic approach to managing their workforce in order to enhance overall productivity.

Work productivity itself serves as a benchmark for assessing how effectively organizational targets are met (Sule & Saeful, 2019). It reflects employees' capacity to produce optimal output relative to input, particularly when tasks are completed efficiently and in alignment with company goals (Bimantoro, 2023). Berlian and Rafida (2022) further define productivity as an indicator of the extent to which an employee's placement in a production system contributes to achieving expected outcomes. Hence, attaining optimal productivity requires employees with a high work ethic and consistent performance. Prior studies identify work motivation, compensation, work discipline, and the work environment as key determinants of productivity (Suryadewi et al., 2020; Dunggio et al., 2022).

Work motivation plays a pivotal role in driving productivity (Ade & Jaenudin, 2020). Safitri et al. (2023) describe it as an intrinsic force that propels employees to achieve organizational objectives. Liana (2020) argues that heightened motivation leads to more efficient and quality-driven task completion. Moreover, leadership effectiveness also hinges on motivation; without it, leaders may struggle to guide the organization toward growth and innovation (Zuhaena & Cahyo, 2022). Empirical evidence from Mutiara et al. (2024) and Efendi et al. (2020) supports a positive and significant relationship between motivation and productivity, while Rampisela and Lumintang (2020) offer a contrasting view, finding no significant effect.

Compensation is another influential factor in enhancing work productivity (Priatna et al., 2020). A fair and well-managed compensation system reinforces employee morale and performance, acting as a tangible reward for contributions toward organizational success (Purnomo & Utami, 2021). Rahmawati et al. (2022) explain that compensation may take monetary or non-monetary forms, and must reflect an employee's value to the organization. Studies by Ni'mah et al. (2022) and Dunggio et al. (2022) confirm the positive impact of compensation on productivity, although Suryanti (2022) found otherwise.

Work discipline also significantly contributes to productivity outcomes (Widhayani et al., 2022). Discipline fosters adherence to organizational norms and is essential for maintaining professional standards (Herwiek et al., 2024). Employees are expected to comply with established rules and accept any consequences for violations, which over time cultivates ingrained responsible behavior (Ariani et al., 2020). Research by Kuswibowo (2023) and Fransisca (2022) shows a significant correlation between discipline and productivity, in contrast with the findings of Saleh and Utomo (2018), who argue otherwise.

The work environment, encompassing physical and psychological factors, also influences employee productivity (Jusman & Rohani, 2021). A conducive environment promotes optimal, safe, and comfortable working conditions, which in turn support better performance (Bimantoro, 2023). Beyond physical conditions, the broader organizational culture and social interactions play a key role (Trisnawaty & Parwoto, 2021). While Ilhami et al. (2024) and Trisnawaty & Parwoto (2021) found a significant positive relationship between the work environment and productivity, Parashakti and Noviyanti (2021) reported no such effect.

This study was conducted at PT Hyup Sung, located on Jl. Raya Padamara KM 3, Bojanegara Village, Padamara District, Purbalingga Regency. The company operates in the false eyelash manufacturing sector and relies heavily on manual labor. Its production process is divided into several specialized divisions, each responsible for specific operational roles.

Table 1
Production Data of False Eyelashes Scissors Section
PT Hyup Sung Purbalingga Year 2024

Month	Production Result	Production Target	Achievement (%)
April	10.663	14.040	75,95
May	13.001	14.040	92,60
June	12.613	14.040	89,84
July	15.614	14.040	111,21
August	17.206	14.040	122,55
September	13.060	14.040	93,02

Source : PT Hyup Sung Purbalingga

Based on Table 1, it is evident that the production output at PT Hyup Sung Purbalingga from April to September 2024 exhibited fluctuations, with inconsistent achievement of production targets. In April, the company produced 10,663 units, falling short of the set target. Although production increased to 13,001 units in May, it still did not meet the expected goal. A decline occurred in June and September, with outputs of 12,613 and 13,060 units respectively, both below the target. In contrast, July and August experienced an upward trend, producing 15,614 and 17,206 units respectively, successfully reaching the production targets. These monthly variations indicate irregularities in employee work productivity, suggesting underlying issues that hinder consistent performance and goal attainment. In light of this phenomenon and the identified research gap, the present study seeks to examine the influence of work motivation, compensation, work discipline, and work environment on employee productivity at PT Hyup Sung Purbalingga.

Methods

This study employs a quantitative associative research method, which is designed to examine the relationship between two or more variables (Sugiyono, 2019). The research population comprises 114 employees from the cutting department, with a sample of 54 respondents selected using the Slovin formula. The sampling method adopted is probability sampling, specifically through simple random sampling. Data analysis was conducted using multiple linear regression with the assistance of IBM SPSS Statistics version 27.

In this study, employee work productivity is assessed using six indicators as proposed by Suryadewi et al. (2020). Work motivation is measured through three indicators based on Jusman and Rohani (2021), while compensation is evaluated using four indicators identified by Dunggio et al. (2022). Work discipline is measured through five indicators adapted from Mutiara et al. (2024), and the work environment is assessed using six indicators according to Faridah and Sulistyowati (2022).

Results and Discussions

Results

The results of the validity test conducted on 30 respondents indicate that the calculated r-values for all statement items across each variable exceed the critical r-table value of 0.361. This suggests that all questionnaire items are valid and can be appropriately used to measure the respective research variables. The reliability analysis shows that all variables—work productivity, work motivation, compensation, work discipline, and work environment—have Cronbach's alpha coefficients exceeding 0.70. This confirms that all items within the questionnaire are reliable and can be utilized as effective instruments for collecting research data.

The normality test in this study employed the Kolmogorov–Smirnov method, yielding an Asymp. Sig value of 0.200, which exceeds the threshold of 0.05. This indicates that the data are normally distributed. The multicollinearity test results show that all independent variables have Variance Inflation Factor (VIF) values below 10, suggesting the absence of multicollinearity among the independent variables in the regression model. Additionally, the heteroscedasticity test results indicate that each independent variable has a significance value greater than 0.05. Thus, it can be concluded that the model is free from heteroscedasticity issues.

Table 2 Recapitulation of Multiple Linear Regression Analysis

Coefficients ^a					
Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	11.018	1.386		7.948	.001
Work Motivation (X1)	.176	.070	.021	2.534	.015
Compensation (X2)	.131	.052	.244	2.519	.015
Work Discipline (X3)	.148	.038	.327	3.838	.001
Work Environment (X4)	.215	0.35	.545	6.084	.001
a. Dependent Variable : Work Productivity					
Multiple R = 0,861		Significan F = 0,001			
R square = 0,741		α = 0,05			
Adjusted R square = 0,720					

Source: primary data processed in 2025

Based on the results of table 2, the results of multiple linear regression analysis in this study can be seen that the multiple linear regression equation is as follows:

$$Y = 11.018 + 0.176X1 + 0.131X2 + 0.148X3 + 0.215X4 + e$$

The results of the multiple linear regression analysis demonstrate that all independent variables—work motivation, compensation, work discipline, and work environment—positively influence employee work productivity. The constant value of 11.018 suggests that, in the absence of all independent variables, the baseline level of work productivity is 11.018. Specifically, the regression coefficient for work motivation (X1) is 0.176, meaning that a one-unit increase in motivation results in a 0.176 increase in productivity, assuming other variables remain constant. Similarly, compensation (X2) has a coefficient of 0.131, indicating a one-unit rise in compensation contributes to a 0.131 increase in productivity. Work discipline (X3) shows a coefficient of 0.148, signifying that higher discipline leads to greater productivity. The work environment (X4) yields the highest coefficient at 0.215, suggesting it has the most substantial influence, with a one-unit improvement associated with a 0.215 increase in productivity. Furthermore, the multiple correlation coefficient (R) is 0.861, reflecting a very strong overall relationship between the independent variables and employee productivity.

Based on the results presented in Table 2, the Adjusted R Square value is 0.720. This indicates that 72% of the variance in employee work productivity at PT Hyup Sung Purbalingga can be explained by the independent variables: work motivation, compensation, work discipline, and work environment. The remaining 28% is attributed to other factors not examined in this study, such as job loyalty, training, work enthusiasm, and other potential influences.

Furthermore, the significance value (Sig.) obtained from the F-test is 0.001, which is lower than the threshold of 0.05, indicating that the regression model is statistically significant ($0.001 < 0.05$). The results of the ANOVA test also show that the calculated F-value ($F_{\text{count}} = 35.103$) exceeds the critical F-table value ($F_{\text{table}} = 2.56$). Since $F_{\text{count}} > F_{\text{table}}$, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1)

is accepted. This confirms that the multiple linear regression model used in this study is appropriate for predicting the dependent variable and fulfills the goodness-of-fit criteria.

Hypothesis testing in this study aims to determine the significance of the influence of the independent variables—work motivation, compensation, work discipline, and work environment—on employee work productivity at PT Hyup Sung Purbalingga. Using a 95% confidence level ($\alpha = 0.05$) and degrees of freedom ($df = n - k = 54 - 5 = 49$), the critical t-value is determined to be 1.676. A summary of the hypothesis testing results is presented in Table 3 below.

Table 3 Summary of Hypothesis Test Results

Dependent Variable	t count		t table (one-way)	Sig.	Conclusion
Work Motivation (X1)	2.534	>	1.676	0.015	Accepted
Compensation (X2)	2.519	>	1.676	0.015	Accepted
Work Discipline (X3)	3.838	>	1.676	0.001	Accepted
Work Environment (X4)	6.084	>	1.676	0.001	Accepted

Source: primary data processed in 2025

Based on the t-test results presented in Table 3, all four independent variables—work motivation, compensation, work discipline, and work environment—exert a positive and significant influence on employee productivity at PT Hyup Sung Purbalingga. The work motivation variable has a t-value of 2.534 with a significance level of 0.015, while the compensation variable shows a t-value of 2.519 and a significance level of 0.015. Both values exceed the critical t-table value of 1.676 and have significance levels below 0.05, indicating that the first and second hypotheses are accepted. The work discipline variable yields a t-value of 3.838 and a significance level of 0.001, and the work environment variable records the highest t-value at 6.084 with a significance level of 0.001. These results also meet the statistical criteria ($t\text{-value} > 1.676$; $\text{sig.} < 0.05$), leading to acceptance of the third and fourth hypotheses. Among all variables, the work environment demonstrates the most substantial effect on employee productivity.

Discussions

Work motivation has a positive effect on work productivity so that the first hypothesis which states that work motivation has a positive effect on the work productivity of PT Hyup Sung Purbalingga employees, is accepted. These results mean that work motivation can support employee behavior to work hard so that the higher the motivation of PT Hyup Sung Purbalingga employees, the higher the level of performance and work productivity. Conversely, if the level of employee motivation is low, the work results will not match the company's target. This is in line with research from Sukardi (2021) and Efendi et al. (2020) which states that work motivation has a positive effect on work productivity.

Next compensation has a positive effect on work productivity so that the second hypothesis which states that compensation has a positive effect on the work productivity of employees of PT Hyup Sung Purbalingga, is accepted. These results mean that compensation has a direct impact on the work productivity of PT Hyup Sung Purbalingga employees. Employees who are satisfied with their compensation tend to work better and strive to achieve company targets so that they can encourage employees to improve their work productivity. This is in line with research from Utami & Askiah (2021) and Dunggio et al. (2022) which states that compensation has a positive effect on work productivity.

Then work discipline has a positive effect on work productivity so that the third hypothesis which states that work discipline has a positive effect on the work productivity of PT Hyup Sung Purbalingga employees, is accepted. These results mean that with work discipline, employees of PT Hyup Sung Purbalingga will be more responsible for their duties so that their performance will be better and work productivity can increase in accordance with company targets. This is in line with research from Maduningtias (2020) and Fransisca (2022) which states that work discipline has a positive effect on work productivity.

Then the work environment has a positive effect on work productivity so that the fourth hypothesis which states that the work environment has a positive effect on the work productivity of PT Hyup Sung Purbalingga employees, is accepted. These results mean that the condition of the work environment will affect the performance of PT Hyup Sung Purbalingga employees in carrying out their work. A good work environment can make employees work optimally, safely and comfortably in achieving company targets so that work productivity can increase. This is in line with research from Amal & Rizqi (2022) and Ilhami et al. (2024) which states that the work environment has a positive effect on work productivity.

The results indicate that work motivation has a positive influence on employee productivity, thereby supporting the first hypothesis which posits that work motivation positively affects the productivity of employees at PT Hyup Sung Purbalingga. This finding implies that motivation plays a critical role in encouraging employees to exert greater effort in their tasks. As motivation increases, employee performance and productivity are likely to improve. Conversely, low motivation levels may result in diminished performance, leading to outcomes that fall short of the company's expectations. These results are consistent with the findings of Sukardi (2021) and Efendi et al. (2020), who also observed a significant positive relationship between work motivation and productivity.

Similarly, compensation is found to have a positive and significant impact on work productivity, confirming the second hypothesis. This indicates that adequate and fair compensation directly contributes to enhancing employee performance. Employees who perceive their compensation as satisfactory are generally more motivated to meet performance targets, thereby improving their overall productivity. This is in accordance with the research conducted by Utami & Askiah (2021) and Dunggio et al. (2022), which also support the positive effect of compensation on productivity.

Furthermore, the analysis reveals that work discipline significantly contributes to employee productivity, thus validating the third hypothesis. This suggests that disciplined employees demonstrate greater accountability and consistency in fulfilling their responsibilities, which in turn leads to improved performance and productivity aligned with organizational goals. These findings are supported by prior studies conducted by Maduningtias (2020) and Fransisca (2022), which also identified a positive influence of work discipline on productivity.

Lastly, the work environment is shown to have a positive effect on work productivity, confirming the fourth hypothesis. This outcome signifies that conducive working conditions positively affect employee performance. A well-maintained, safe, and comfortable work environment enables employees to perform their duties more effectively, thereby increasing overall productivity. This finding aligns with the studies of Amal & Rizqi (2022) and Ilhami et al. (2024), which also established a significant relationship between the work environment and employee productivity.

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