Can Work Productivity be Achieved?

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Abstract

The goal of this research was to investigate and quantify the impact of compensation, work discipline, and work motivation on employee productivity. The object of this research is PT. XYZ in the city of Jakarta in the country of Indonesia. Respondents in this study were 57 employees. Samples were obtained using saturated sampling techniques. Data collection techniques using a questionnaire and likert scale. Testing the hypothesis in this study using multiple linear regression method. The result of hypothesis testing show that compensation and work discipline have no effect on employee work productivity, and work motivation has an effect on employee work productivity.

Keywords: Compensation, Work Discipline, Work Motivation, Work Productivity

Introduction

Currently, the development of the industry is experiencing many changes and developments. Existing industries compete with each other and try to increase their sales or income. Because industrial progress is highly developed, technology plays an important role in a company. This technology is needed by every company in order to be able to manage the company and its human resources so that the company's work productivity can be maximized.

PT. XYZ is one of the IT solution and service provider companies in Indonesia. PT. XYZ provides high quality services and solutions with their technology experts. PT. XYZ provides customers with comprehensive, tailor-made, scalable and secure IT application solutions, IT Security, IT infrastructure and consulting services.

Productivity is a fundamental factor that can affect the competitive ability of an organization or company. Work productivity is the ability of a person or group of people to produce goods and services within a specified time or according to plan (Busro 2018, 344). Productivity leads to maximum performance, which includes meeting quality, quantity, and time requirements. If people work productively, the organization can be regarded to have succeeded in meeting its objectives, and vice versa. Employee work productivity can be influenced by several things, such as compensation, work discipline, and work motivation.

The research gap in this study is that there has been no similar research on work productivity which is influenced by compensation, work discipline and work motivation.

Table 1 Employee Productivity Assessment Data
PT. XYZ Period 2019-2021

Category	Percentage	2019	2020	2021
Very Good	90-100%	28	17	21
Good	80-90%	16	20	15
Pretty Good	70-80%	8	11	12
Deficient	50-70%	3	5	4
Not Good	<50%	2	4	5
Number of employees		**57**	**57**	**57**

Source: PT. XYZ, 2023

Information:

The minimum number of employees in the very good category is 25 employees.
Minimum employees with bad category is 2 employees (Source: PT. XYZ, 2023).

Table 1 is the data obtained from PT. XYZ in the form of employee work productivity assessment data for the 2019-2020 period based on the percentage of work quality as measured by the results achieved by employees in completing work, the quantity of work as measured by the amount of work completed, and the time and speed of employees in completing work. From the results of the assessment, scores are grouped based on certain categories, namely: Very good (90-100%, good (80-90%), pretty good (70-80%), deficient (50-70%), not good (< 50%).

Table 1 can showed employee productivity in the very good category in 2020 and 2021 does not meet the productivity standards of PT. XYZ and the work productivity of employees who are not good has increased from 2019 to 2021 so that the company expects that employee work productivity can be further improved so that the category of employees who are not good can be reduced every year.

Compensation is a motivating factor and retains employees in the company so that performance increases and affects employee work productivity. Compensation is all income in the form of money, direct or indirect goods received by employees as compensation or services provided to the company (Hasibuan 2017, 119).

In addition, work discipline is also an influential factor in increasing employee productivity because work discipline is a tool used by managers to communicate with employees so that employees can change behavior and increase awareness in fulfilling all regulations within the company. Discipline is a person's willingness to obey and comply with the standards and regulations that pertain to him (Sutrisno 2019, 86).

Then motivation is the key to achieving the desires or needs to be achieved. Motivation can increase morale, job satisfaction, increase work productivity, increase discipline, increase creativity, loyalty and employee participation. Work motivation is a process that takes into account the intensity, direction, individual persistence to achieve goals (Robbins et.al.,2019, 249).

Based on the data obtained, this research formulates a research problem, namely (i) does compensation have an influence on the work productivity of PT. XYZ, (ii) does work discipline have an influence on the work productivity of PT. XYZ, (iii) does work motivation have an influence on the work productivity of PT. XYZ. Even though it is a classic research problem, it is still interesting because the dynamics of change faced by companies continue to occur, because this research problem is a replica of previous research by Suryantika and Wibawa (2020).

Literature Review

The definition of the work productivity variable is a comparison between the results achieved (output) with the overall required resources (input) (Elbadiansyah 2019, 250). Work productivity is the ability of a person or group of people to produce goods and services within a predetermined time or according to plan (Busro 2018). Work productivity is a mental attitude. A mental attitude that is always looking for improvements to what already exists. A belief that one can do a better job today than yesterday and a better tomorrow than today (Sutrisno 2017, 100).

The definition of the compensation variable is all forms of payment or rewards given to employees and arising from their work (Dessler 2020, 386). Compensation is all income in the form of money, goods directly or indirectly received by employees as compensation or services provided to the company (Hasibuan 2017). Compensation is the number of packages that the organization offers to employees in exchange for the use of its workforce (Wibowo 2016, 271).

Definition of work discipline variable is a person's willingness to obey and comply with the norms of the regulations that apply to him (Sutrisno 2019). Work discipline is something that is used by managers so that employees can act in accordance with existing regulations in the company and can improve performance at work (Suryawan and Salsabilla 2022; Suryawan 2024). Work discipline is a tool used by managers to change behavior and as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norms (Afandi 2018, 12).

The definition of work motivation variable is a process that takes into account the intensity, direction, individual persistence to achieve goals (Robbins and Jugde 2019, 249). Motivation is a person's excitement for carrying out specific tasks to attain goals (Suryawan and Salsabilla 2022). Work motivation is a process that takes into account the intensity, direction, individual persistence in order to achieve goals (Robbins et.al. 2019, 249). (Suryawan and Andrew 2013) states that if you want to motivate someone to work, you must pay attention to matters related to work and factors related to the content of the work.

This study has developed three hypotheses to be tested, namely

Ha1: There is an effect of compensation on the work productivity of PT. XYZ.

Ha2: Work productivity of PT. XYZ is influenced by their work discipline.

Ha3: The work motivation of PT. XYZ's staff members is influenced by work productivity.

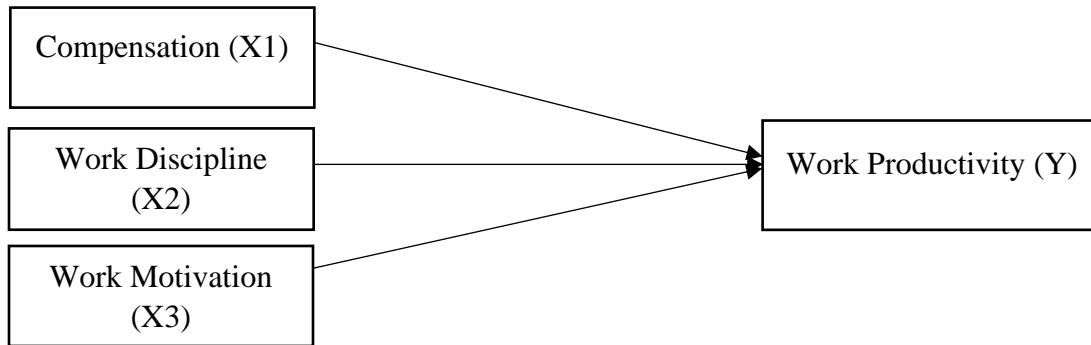Based on the results of these hypotheses, the research model can be described:

Figure 1 Research Model

Information:

X1: Compensation

X2: Work Discipline

X3: Work Motivation

Y: Work Productivity

Research Methods

The object of this research is PT. XYZ with a population of 57 employees in all divisions. The sampling method uses non-probability sampling, namely using saturated sampling. Variable measurement uses a Likert Scale with 5 scales. Data collection techniques using direct questionnaires. The methodology employed in this study is multiple linear regression analysis.

Table 2 Variable Indicator

Variable	Variable Operational Definitions	Indicator	Statement	Scale
Compensation	Compensation refers to the financial and non-financial rewards that employees receive from their employer as a result of completing their job responsibilities.	1. Wages 2. Incentive 3. Allowance	Receive salary every month Wages received according to work Get incentives for completing work on target Get good facilities while working The benefits received are good enough Health insurance provided by the company is in accordance with the needs	Likert
Work Discipline	Work discipline is an action or an attitude in complying with the provisions and standards that must be met	1. Puncuality of work 2. Dress neatly 3. Compliance with company rules 4. Responbiity	Never late for work Obey the rules that apply while working Orders given by superiors were carried out immediately Complete work with full responsibility	Likert
Work motivation	Motivation is a crucial element that can inspire people to enhance their performance inside the company. It is also a catalyst that stimulates and guides employees to work more effectively in order to accomplish the company's objectives.	1. Employee behaviour 2. Employee business 3. Employee persistence	Have a high sense of responsibility for work It's nice to get compliments on what you've done Want a wage that matches what you do Want to get achievements at work Want incentives that match what has been done Trying to make ends meet by working Work in hopes of getting the attention of others Trying to outperform others at work	Likert
Work productivity	Productivity refers to the capacity of employees to efficiently and successfully accomplish the tasks assigned by the firm in order to fulfill the company's objectives.	1. Quality of work 2. Working quantity 3. Working time and speed	Have high standards in completing work The results of the work are always of high quality Has done most of the total work every day Always achieve the target given in the team Has completed the task efficiently	Likert

Source : Suryantika and Wibawa (Suryantika and Wibawa 2020)

Operational Definition

For the purposes of the operational definition of this research variable. regarding the following 4 variables:

1. Compensation is all compensation received by employees as a result of appreciation for services provided by employees to the company in the form of salaries, incentives and benefits.
2. Work discipline is an act on the awareness of employees to obey the rules and norms that exist within the company in the form of punctuality at work, neatness in dress, compliance with company rules, and responsibility.
3. Work motivation refers to the factors that stimulate employees to take action in order to attain desired outcomes, manifested by their behavior, effort, and tenacity.
4. Work productivity is the ability of a person or group of people to achieve a result within a predetermined time in the form of quality of work, quantity of work, and time and speed of work.

Research Results

The results of the descriptive analysis show the profile of the respondents, which is based on gender, 34 male respondents with a percentage of 59.6% and 23 female respondents with a percentage of 40.4%. Age of respondents, namely 18-24 years totaling 13 respondents with a percentage of 22.8%, ages 25-34 years totaling 21 respondents with a percentage of 36.8%, 35-40 years totaling 16 respondents with a percentage of 28.1%, and >40 years totaling respondents with a percentage of 12.3 %. Characteristics of respondents based on recent education, namely undergraduate (S1) totaling 32 respondents with a percentage of 56.1%, Diploma totaling 15 respondents with a percentage of 26.3%, and SMA totaling 10 respondents with a percentage of 17.5%.

Table 3 Descriptive Variable Effect of Compensation, Work Discipline, and Work Motivation on Employee Work Productivity

		Compensation	Work Discipline	Work Motivation	Work Productivity
N	**Valid**	57	57	57	57
	Missing	0	0	0	0
Mean		25.89	16.8100	34.7	20.86
Std. Deviation		2.21700	1.747	2.897	1.913
Minimum		21	13	27	17
Maximum		30	20	40	25

Based on table 3, it can be seen that the results of the questionnaire that have been processed using descriptive statistics show that the valid N value is 57 respondents, and there are results from the mean, std. deviation, minimum, and maximum of each variable. The results of the research questionnaire contain statements of the dependent and independent variables by measuring the Likert scale. There are 5 statements on work productivity variables, 6 compensation variables, 4 work discipline variables, and 8 work motivation variables. There are 23 total statements in the questionnaire.

The validity test findings demonstrate that all independent variable indicators (compensation, work discipline, and work motivation) and the dependent variable indicator (work productivity) have r count values greater than r table. It can be inferred that all indicators for the research variables have been deemed valid.

Table 4 Reliability Test

Variable	Amount Statement	Cronbach Alpha	Limitation	Explanation
Compensation (X1)	6	0.740	0.60	Reliable
Work Discipline (X2)	4	0.799	0.60	Reliable
Work Motivation (X3)	8	0.779	0.60	Reliable
Work Productivity (Y)	5	0.628	0.60	Reliable

Based on the reliability test in table 4, it is possible to conclude that all independent variables, namely compensation, work discipline, and work motivation, as well as the dependent variable, namely work productivity, have Cronbach Alpha results > 0.60, implying that all questionnaire statements in this study are declared reliable and capable of producing answers on occasion.

In this study a classic assumption test was also carried out with 3 tests, namely the multicollinearity test, the autocorrelation test, and the heteroscedasticity test. In the multicollinearity test, tolerance values X1, X2, X3 > 0.1 and VIF values X1, X2, X3 <1, which means that multicollinearity does not occur so that the data is good for use in this study.

In the autocorrelation test using Durbin Watson with a D-W value of 2.089 which is between the dU value and the $4 - dU$ value ($1.6845 < 2.089 < 2.3155$) the conclusion is that there is no autocorrelation and good data are used in this study.

In the heteroscedasticity test using 2 methods, namely the graphical mode and the non-graphical method. In the graphical method, the dots spread above and below zero on the y-axis, which means that there is no heteroscedasticity in the regression model. While the non-graphical model uses the Glejser test, the results show that the variables X1, X2, X3 have Sig values > 0.05 so that heteroscedasticity does not occur.

Table 5 F Test Results Compensation, Work Discipline, Work Motivation

Model	F	Sig
Regression	10.595	0.000

Based on table 5 the results of the f test show that compensation, work discipline, and work motivation have a significant level of 0.000, which means 0.000 <0.05 so it can be concluded that the model is fit and can be used in this study. It is also known that the calculated F value > F table (10,595 > 2.78) so that it can be said that the model is fit.

Table 6 R and Adj R2 test results

Model	R	Adj R Square
1	0.612	0.375

Based on table 6 it is known that the value of R (coefficient correlation) is 0.612. In the table, the correlation coefficient is 0.612 in the interval 0.600 – 0.799, which means that the relationship between compensation, work discipline, work motivation and work productivity is strong and positive. It is also known that the Adj R Square number is 0.375, meaning that variations in work productivity variables that can be explained by variations in compensation, work discipline, and work motivation are 37.5% and the remaining 62.5% is explained by variations in other variables not present in this study.

Table 7 Results of Multiple Regression Analysis

Model	B
(Constant)	6.640
Compensation	0.049
Work Discipline	-0.075
Work Motivation	0.409

Multiple linear regression analysis yields the equation: Y = 6.640 + 0.049X1 - 0.075X2 + 0.409X3 + e. This equation states that if the values of compensation, work discipline, and work motivation are all equal to 0, the value of the dependent variable work productivity equals 6,640. The compensation variable has a regression coefficient of 0.049, which means that for every one unit increase in the compensation variable, the work productivity variable increases by 0.049, providing the work discipline and incentive variables remain constant. The work discipline variable has a regression coefficient of -0.075, which means that every one unit increase in the work discipline variable reduces the work productivity variable by -0.075, providing the remuneration and incentive

variables remain constant. The work motivation variable has a regression coefficient of 0.409, which means that for every one unit rise in the work motivation variable, the work productivity variable increases by 0.409, providing the compensation and work discipline variables remain constant.

Table 8 Hypothesis Test Results

Model	T	Sig
(Constanta)	2.249	0.029
Compensation	0.465	0.644
Work Discipline	-0.521	0.605
Work Motivation	4.406	0.000

The results of the first hypothesis test are t count 0.465 < t table 2.00404 and a sig value of 0.644 > alpha 0.05, then compensation has no effect on the work productivity of employees at PT. XYZ. The results of the second hypothesis test are t count -0.251 <t table 2.00404 and a sig value of 0.605 > alpha 0.05, then work discipline has no effect on the work productivity of employees at PT. XYZ. The results of the third hypothesis test are obtaining t count 4.406 > t table 2.00404 and sig value 0.000 > alpha 0.05, then work motivation affects the work productivity of employees of PT. XYZ.

Discussion

This study has three important findings, namely first, compensation does not affect the work productivity of employees at PT. XYZ. The test results are not in accordance with the results of research from (Hasibuan 2017) which states compensation is all income in the form of money, goods directly or indirectly received by employees as compensation or services provided to the company and are not in accordance with research results from (Wibowo 2016, 271) which states compensation is the number of packages that the organization offers to employees in exchange for the use of its workforce. Second, work discipline has no effect on employee work productivity at PT. XYZ. The test results are not in accordance with the results of research from (Sutrisno 2019) which states work discipline variable is the attitude of a person's willingness and willingness to obey and comply with the norms of the regulations that apply around him, and is not in accordance with research from (Suryawan and Salsabilla 2022) which states work discipline is something that is used by managers so that employees can act in accordance with existing regulations in the company and can improve performance at work. The results of this test are also inconsistent with research from (Afandi 2018, 12) which states work discipline is a tool used by managers to change behavior and as an effort to increase one's awareness and willingness to comply with all applicable company regulations and social norms. Third, work motivation affects the work productivity of PT. XYZ. The test results are in accordance with the results of research from (Suryawan and Andrew 2013) which states that motivation is closely related to and in accordance with research from (Suryawan and Salsabilla 2022) which states motivation is a person's enthusiasm in carrying out certain activities in order to achieve goals.

Conclusion

The conclusion of this study is that compensation and work discipline do not affect the work productivity of PT. XYZ, while work motivation affects the work productivity of PT. XYZ. The limitation in this study is that there are only four variables studied, namely compensation, work discipline, work motivation, and work productivity. The total population and sample used in this study were only 57 permanent employees.

Recommendations for companies, namely companies must pay attention to other factors related to work productivity because compensation and work discipline do not affect work productivity. Work motivation has an effect, so I provide recommendations on matters related to motivation such as paying attention to employee welfare, providing financial rewards as a form of company appreciation, increasing clear goals and targets and adjusting to the personal abilities of each employee so that employee work productivity can increase. Recommendations for future researchers are suggested so that future researchers can add independent variables that affect work productivity, it is suggested that future researchers be able to choose and use research objects that have different environments, it is recommended that future researchers use more
samples so that the samples taken can represent the population well.

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