

The Influence of Work Motivation, Work Environment, and Work Discipline on the Productivity of Cutting Department Employees at PT Mas Arya Semarang

Denaya Rahmadani Dira Putri* & Agus Budi Santosa

Universitas Stikubank, Semarang, Indonesia

Corresponding Author denayarahmadani3006@mhs.unisbank.ac.id*
agusbudi@edu.unisbank.ac.id

Abstract

Human resources are a key asset for organizations because a company's success depends on employee performance and productivity. Work productivity reflects the ability to use available facilities effectively to generate optimal output. Factors that may influence productivity include work motivation, work environment, and work discipline. This study aims to analyze the effect of work motivation, work environment, and work discipline on the productivity of cutting department employees at PT Mas Arya Semarang. The research used a quantitative approach with a simple random sampling technique involving 74 respondents. Data were analyzed using SPSS through multiple linear regression and t-tests. The results show that work motivation and work environment have a positive but insignificant effect on employee productivity. Meanwhile, work discipline has a positive and significant effect, indicating that higher discipline strongly contributes to increased employee productivity.

Keywords: Work Discipline, Work Environment, Work Motivation, Work Productivity, Employees

1. Introduction

In the increasingly competitive global market, companies must strengthen their competitiveness by optimizing human resource management. Although modern technology continues to advance and support operational processes, human resources remain the key drivers of organizational effectiveness. Productive employees are essential to ensure that advanced technology can be utilized optimally to achieve organizational goals. To meet market demands and maintain competitiveness, companies must be able to improve employee performance and productivity continuously. Employee productivity is one of the main determinants of organizational success. According to Simamora (2004), productivity refers to the ability to generate optimal output with available resources efficiently. A productive employee is one who can complete tasks accurately and within the required time frame (Syiva et al., 2022). Several factors influence employee productivity, including work motivation, work environment, and work discipline.

Motivation is an important driver of employee performance. According to Laoli & Ndraha (2022), work motivation encourages individuals to work effectively and achieve job satisfaction. Prior research (Adelia et al., 2025; Markus et al., 2023; Prawoto & Hasyim, 2022) confirms that motivation significantly increases productivity, although some studies (Pramana et al., 2023; Birowo & Ahsani, 2024) found no significant effect.

The work environment also plays a vital role. A supportive physical and non-physical environment creates comfort, reduces stress, and enhances employee focus. Studies by Segoro & Pratiwi (2021) and Adelia et al. (2025) show that the work environment significantly affects productivity, while other findings (Solehati et al., 2023) indicate a non-significant relationship. Work discipline is another critical factor influencing employee productivity. High discipline helps ensure smooth work processes, reduces errors, and improves efficiency. Research by Gaurifa (2024), Birowo & Ahsani (2024), and Adelia et al. (2025) indicates that discipline positively and significantly impacts productivity, although some studies show different results (Wibowo & Mulyanto, 2023).

PT Mas Arya Semarang, a garment manufacturing company under Mas Holdings, faces challenges in maintaining productivity, especially in the cutting department. Data from 2022–2024 show a consistent decline in productivity achievement: 98% in 2022, 95% in 2023, and 87% in 2024. This downward trend indicates a decreasing ability to meet production targets. Given this condition, motivation, work environment, and work discipline must be examined as potential factors influencing the decline in productivity. Therefore, this study aims to analyze “The Influence of Work Motivation, Work Environment, and Work Discipline on Employee Productivity in the Cutting Department at PT Mas Arya Semarang.”

Based on the description of the background above, the research problems can be formulated as follows:

1. Does work motivation affect the work productivity of cutting employees at PT Mas Arya Semarang?
2. Does the work environment affect the work productivity of cutting employees at PT Mas Arya Semarang?
3. Does work discipline affect the work productivity of cutting employees at PT Mas Arya Semarang?

1.2 Research Objectives

1. To analyze the influence of work motivation on the productivity of cutting department employees at PT Mas Arya Semarang.
2. To analyze the influence of the work environment on the productivity of cutting department employees at PT Mas Arya Semarang.
3. To analyze the influence of work discipline on the productivity of cutting department employees at PT Mas Arya Semarang.

2. Literature Review

2.1 Employee Work Productivity

Employee work productivity refers to the overall work output produced by employees within a specific period according to organizational standards, supported by a strong mental attitude and willingness to continuously improve (Gaurifa, 2025). According to Ajabar (2020:54), several factors influence employee productivity. Knowledge serves as a fundamental basis, as it enables employees to understand their duties and responsibilities effectively. Skills also play an essential role, referring to employees’ technical and operational abilities in their respective fields. Furthermore, individual abilities, which encompass various competencies, shape the quality of work produced. Attitude is another contributing factor, as it reflects habitual behavior patterns that influence how employees perform their tasks.

2.2 Work Motivation

According to Hartinah et al. (2020), based on Abraham Maslow's hierarchy of needs theory, motivation refers to an internal drive within individuals to fulfill their needs; the fulfillment of these needs encourages individuals to work better to achieve satisfaction and optimal performance. Alviani and Ridwan (2022) explain that motivation is influenced by two groups of factors: internal factors originating from within the individual and external factors derived from the surrounding environment. Similarly, Warouw, Sumayku, and Tumbel et al. (2020) state that internal factors affecting motivation include the desire to survive, the desire to possess, the desire to gain appreciation, the desire for recognition, and the drive to have power. Meanwhile, external factors include a supportive work environment, adequate compensation, effective supervision, job security, clear status and responsibilities, and flexible regulations.

2.3 Work Environment

According to Nabawi (2020), the work environment encompasses all tools, materials, and both physical and non-physical conditions surrounding the workplace that can influence the execution of assigned tasks. Sedarmayanti (2011) categorizes the work environment into physical and non-physical environments. The physical work environment includes all tangible conditions at the workplace that can affect employees directly or indirectly, such as desks, chairs, computers, and work areas, as well as indirect conditions like temperature, humidity, lighting, and air circulation. The non-physical work environment refers to conditions related to work relationships, including relationships between superiors and subordinates and among colleagues, which influence employees' comfort and effectiveness at work.

2.4 Work Discipline

According to Sastrohadiwiryono (2013:291), work discipline derived from the word "discipline" refers to the cultivation of courtesy, spirituality, and character development. It emphasizes respect, adherence, and obedience to both written and unwritten rules, along with the willingness to comply with and accept any sanctions imposed. Hasibuan (2016:194) identifies several indicators of work discipline used by organizations, including attendance, compliance with regulations, adherence to work standards, and the level of alertness. Attendance reflects employee responsibility in adhering to established working hours. Compliance with regulations demonstrates adherence to company rules, including dress codes and appropriate use of work facilities. Adherence to work standards refers to employees' ability to perform tasks according to established procedures and complete them on time. Meanwhile, alertness reflects employee accuracy and caution in performing their duties.

3. Research Method

3.1 Population and Sample

3.1.1 Population

The population in this study comprises all employees of PT Mas Arya Semarang working in the production division, specifically within the cutting section, totaling 600 workers.

3.1.2 Sampel

The sample size used in this study was calculated using the Slovin formula, resulting in 86 respondents. The sampling technique applied was simple random sampling. This technique was chosen because each member of the population was assumed to have an equal opportunity to be selected as a respondent, and the job characteristics in the cutting section are relatively homogeneous.

3.2 Research Method

This study employed quantitative data, which consists of numerical information that can be measured and analyzed statistically. Quantitative data were used because the study aimed to examine the magnitude of the influence of work motivation, work environment, and work discipline on employee productivity in the cutting section at PT Mas Arya Semarang.

3.3 Data Collection Technique

The data for this study were obtained by distributing questionnaires to employees in the cutting section. Each response was scored using a Likert scale ranging from 1 to 5 to assess the degree of agreement with each statement. The questionnaire contained statements related to the research variables, namely work motivation, work environment, work discipline, and employee productivity. All responses were collected, processed, and analyzed to determine the relationships and effects among these variables.

3.4 Operational Definitions

This study consists of three independent variables (X) and one dependent variable (Y). All measurements were conducted using a five-point Likert scale as follows:
1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

3.4.1. Independent Variables (X)

Work Motivation

According to Hartinah et al. (2020), based on Abraham Maslow's hierarchy of needs theory, motivation refers to internal drives that encourage individuals to fulfill their needs. Meeting these needs can stimulate individuals to work more effectively, thereby achieving satisfaction and optimal performance. Maslow's hierarchy includes:

Physiological needs:

Safety needs, Social needs, Esteem needs, Self-actualization needs

Work Environment

According to Nabawi (2020), the work environment encompasses all tools, materials, and both physical and non-physical conditions surrounding the workplace that may affect the completion of assigned tasks. Nabawi (2023) identifies the following indicators of the work environment:

Lighting, Use Of Color, Cleanliness, Air temperature, Safety, Work Discipline

Hasibuan (2016) defines work discipline as an individual's ability to work regularly, diligently, continuously, and in accordance with applicable rules without violating established regulations. The indicators of work discipline (Hasibuan, 2016) include:

Attendance at work

Compliance with work regulations, Compliance with work standards, A high level of alertness

3.4.2. Dependent Variable (Y)

Employee Productivity

According to Ajabar (2020), employee productivity refers to a measure of how well employees perform their work. The indicators of employee productivity (Ajabar, 2020) include:

Low absenteeism rate, Output achievement level, Quality of work results, 3.5 Data Analysis Techniques.

3.5 Descriptive Analysis

The descriptive analysis includes respondent characteristics based on gender, age group, length of employment, and their responses to the research variables, namely work motivation, work environment, work discipline, and employee productivity.

3.6. Instrument Testing

3.6.1 Validity Test

The validity test was conducted to determine whether each questionnaire item was valid.

3.6.2 Reliability Test

The reliability test measured the consistency of results when the same instrument was administered under similar conditions (Sugiyono, 2019).3.5.3 Analisis Regresi Linier Berganda

Analisis regresi linier berganda merupakan metode statistik yang digunakan untuk mengetahui arah dan besarnya pengaruh masing-masing variabel independen terhadap variabel dependen secara kuantitatif. Dalam penelitian ini, variabel independen nya adalah Motivasi kerja (X1), lingkungan kerja (X2), disiplin kerja (X3), sedangkan variabel dependen nya yaitu produktivitas kerja karyawan (Y).

3.7. T-Test

The T-test was performed to determine the extent of the partial influence of each independent variable on the dependent variable.

4. Findings and Discussions

4.1 Respondent Description

4.1.1 Number of Respondents

This study was conducted to analyze the influence of work motivation, work environment, and work discipline on employee productivity. The respondents consisted of 74 cutting employees at PT Mas Arya Semarang. A total of 86 questionnaires were distributed, of which 12 were not returned. Therefore, 74 questionnaires were eligible for analysis.

Table 1 – Number of Respondents

Description	Total
Distributed questionnaires	86
Unreturned questionnaires	12
Analyzed questionnaires	74

Source: Primary data processed

4.1.2 Gender

Based on the collected data, the distribution of respondents by gender is presented in Table 0.2 below:

Table 2– Gender		
Gender	Frequency	Percentage
Male	39	52,7
Female	35	47,3
Total	74	100

Source: Primary data processed

The table indicates that most cutting employees at PT Mas Arya Semarang are male (52.7%), compared to female employees (47.3%).

4.1.3 Age of Respondents

The distribution of respondents by age is shown in Table 0.3:

Table 3 – Age of Respondents		
Age	Frequency	Percentage
< 25 years	41	55,4
25-35 years	27	36,5
> 35 years	6	8,1
Total	74	100

Sumber: data primer yang diolah

As shown in Table 3, the majority of cutting employees at PT Mas Arya Semarang are aged < 25 years (41 respondents, 55.4%), whereas the smallest proportion comprises employees aged > 35 years (6 respondents, 8.1%).

4.1.4 Respondents' Education

Based on the primary data obtained by the researcher to determine the descriptive characteristics of respondents based on education, it can be seen in Table 4.4 below:

Table 4 – Respondents' Education		
Education	Total Percentage	
Elementary School	1	1.4
Junior High School	1	1.4
Senior High School	56	75.7
Diploma/Bachelor's Degree	16	21.6
Total	74	100

Source: processed primary data

Based on Table 4, it can be seen that the last education level of the 74 cutting employee

respondents at PT Mas Arya Semarang is mostly Senior High School graduates, totaling 56 respondents with a percentage of 75.7%, while the fewest are employees with Elementary School and Junior High School education, each totaling 1 respondent with a percentage of 1.4%.

4.1.5 Respondents' Length of Employment

Based on the collected data obtained by the researcher to determine the descriptive characteristics of respondents based on length of employment, it can be seen in Table 4.5 below:

Table 5 – Respondents' Length of Employment

Length of Employment	Total	Percentage
< 1 year	22	29.7
1–3 years	37	50
> 3 years	15	20.3
Total	74	100

Source: processed primary data

The data in Table 5 shows that most respondents have a length of employment of 1–3 years, totaling 37 people or 50%. Meanwhile, employees with less than 1 year of employment total 22 people, or 29.7%. Employees who have worked for more than 3 years are the fewest, totaling 15 people or 20.3%. This indicates that the majority of cutting employees at PT Mas Arya Semarang have a work tenure of 1–3 years, meaning that the workforce composition is dominated by employees with medium-level work experience, indicating stable workforce conditions at PT Mas Arya Semarang.

4.2 Variable Description

4.2.1 Work Motivation Variable

Based on the distribution of research questionnaires for the work motivation variable from 74 respondents, the descriptive analysis of the indicators using SPSS version 26 can be seen in Table 4.6 below:

Table 6 Descriptive Statistics of Work Motivation Variable

		Statistics				
		X1.1	X1.2	X1.3	X1.4	X1.5
N	Valid	74	74	74	74	74
	Missing	0	0	0	0	0
Mean		4.61	4.31	4.50	4.39	4.50
Median		5.00	4.00	5.00	4.00	5.00
Mode		5	4	5	4	5

Source: processed primary data using SPSS 26

Table 6 above shows that the indicator with the highest mean value is X1.1, which is 4.61, with the statement “I work to meet daily needs.” Meanwhile, the lowest mean value is found in indicator X1.2, which is 4.31, with the statement “I feel safe and protected in the workplace.” This indicates that respondents generally agreed to strongly agreed with statements related to work motivation. The median and mode values ranging from 4 to 5 support the conclusion that

most respondents provided positive assessments of the work motivation indicators.

4.2.2 Work Environment

Based on the distribution of research questionnaires for the work environment variable from 74 respondents, the descriptive analysis of the indicators using SPSS version 26 can be seen in Table 7 below:

Table 7 Descriptive Statistics of Work Environment Variable

		Statistics				
		X2.1	X2.2	X2.3	X2.4	X2.5
N	Valid	74	74	74	74	74
	Missing	0	0	0	0	0
Mean		4.46	4.36	4.47	4.32	4.58
Median		5.00	4.00	5.00	4.00	5.00
Mode		5	4	5	4	5

Source: processed primary data using SPSS 26

Table 7 above shows that the highest mean value is found in indicator X2.5, which is 4.58, with the statement “The air temperature in the workplace feels comfortable for me to work.” Meanwhile, the lowest mean value is indicator X2.4, which is 4.32, with the statement “My work area is always clean and well organized.” This suggests that respondents generally agreed to strongly agreed with statements related to the work environment. The median and mode values ranging from 4 to 5 strengthen the conclusion that most respondents gave positive assessments of the work environment indicators.

4.2.3 Work Discipline Variable

Based on the distribution of research questionnaires for the work discipline variable from 74 respondents, the descriptive analysis of the indicators using SPSS version 26 can be seen in Table 4.8 below:

Table 8 Descriptive Statistics of Work Discipline Variable

		Statistics			
		X3.1	X3.2	X3.3	X3.4
N	Valid	74	74	74	74
	Missing	0	0	0	0
Mean		4.57	4.57	4.57	4.57
Median		5.00	5.00	5.00	5.00
Mode		5	5	5	5

Source: processed primary data using SPSS 26

Table 8 above shows that all indicators of the Work Discipline variable (X3) have identical mean values of 4.57. This indicates that respondents gave consistently high ratings to the aspects measured. Furthermore, the median and mode values of 5 indicate that most respondents selected the “strongly agree” category.

4.2.4 Employee Productivity Variable

Based on the distribution of research questionnaires for the employee productivity variable from 74 respondents, the descriptive analysis using SPSS version 26 can be seen in Table 4.9 below:

Table 9 Descriptive Statistics of Employee Productivity Variable

		Statistics		
		Y.1	Y.2	Y.3
N	Valid	74	74	74
	Missing	0	0	0
Mean		4.49	4.53	4.64
Median		5.00	5.00	5.00
Mode		5	5	5

Source: processed primary data using SPSS 26

Table 9 above shows that the indicator with the highest mean value is Y.3 (4.64), with the statement “I strive to maintain work quality to meet company expectations.” Meanwhile, the lowest mean is Y.1 (4.49), with the statement “I have good attendance while working at the company.” The median and mode values of 5 indicate that most respondents selected “strongly agree.”

4.3 Instrument Test

4.3.1 Validity Test

The test was correlating the score of each item with the total score of its variable. An item is considered valid if $r\text{-count} > r\text{-table}$; if $r\text{-count} < r\text{-table}$, the item is considered invalid.

Table 10 Validity Test Results

Variabel	r table	Sig.	Indikator	r count	Remark
Work Motivation (X1))	0.2287	0	X1.1	0.493	Valid
			X1.2	0.708	Valid
			X1.3	0.681	Valid
			X1.4	0.678	Valid
			X1.5	0.565	Valid
Work Environment (X2)	0.2287	0	X2.1	0.759	Valid
			X2.2	0.844	Valid
			X2.3	0.796	Valid
			X2.4	0.782	Valid
			X2.5	0.676	Valid
Work Discipline (X3)	0.2287	0	X3.1	0.756	Valid
			X3.2	0.835	Valid
			X3.3	0.802	Valid
			X3.4	0.799	Valid
Employee Productivity (Y)	0.2287	0	Y.1	0.727	Valid
			Y.2	0.829	Valid
			Y.3	0.742	Valid

Based on Table 10, the r-table value is 0.2287 with a significance level of 0.05 and 74 respondents. The results show that all items in the Work Motivation variable (X1) have r-count values between 0.493 and 0.708; the Work Environment variable (X2) has r-count values

between 0.676 and 0.844; the Work Discipline variable (X3) has r-count values between 0.756 and 0.835; and the Employee Productivity variable (Y) has r-count values between 0.727 and 0.829. All r-count values exceed the r-table value (0.2287) and are positive. Thus, all indicators in the variables are declared valid.

4.3.2 Reliability Test

An instrument is considered reliable if the Cronbach's alpha value exceeds 0.60. The reliability test results using SPSS version 26 can be seen in the table below:

Table 11 Reliability Test Results

Variable	Standard Cronbach's Alpha	Cronbach's Alpha	Remark
Work Motivation (X1)	0.60	0.605	Reliable
Work Environment (X2)	0.60	0.831	Reliable
Work Discipline (X3)	0.60	0.809	Reliable
Employee Productivity (Y)	0.60	0.648	Reliable

Source: processed primary data using SPSS 26

Based on Table 11, the Cronbach's alpha values for the Work Motivation variable are 0.605, for Work Environment 0.831, for Work Discipline 0.809, and for Employee Productivity 0.648. Since all variables have Cronbach's alpha > 0.60, all variables are considered reliable and suitable for further analysis.

4.4 Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the effect of the independent variables Work Motivation (X1), Work Environment (X2), and Work Discipline (X3)—on the dependent variable, Employee Productivity (Y). The SPSS 26 output is shown below:

Table 12 Multiple Linear Regression Analysis Results

		B	Std. Error	Beta		
1	(Constant)	2.798	1.162		2.409	.019
	Work Motivation	.073	.065	.111	1.123	.265
	Work Environment	.086	.057	.164	1.508	.136
	Work Discipline	.401	.072	.585	5.578	.000

Source: processed primary data using SPSS 26

Based on Table 12, the constant (α) is 2.798, with the regression coefficient for Work Motivation (βX_1) at 0.111, Work Environment (βX_2) at 0.164, and Work Discipline (βX_3) at 0.585.

Interpretation:

1. The regression coefficient for Work Motivation (X1) is 0.111 (positive), meaning that higher work motivation tends to increase employee productivity.

2. The regression coefficient for Work Environment (X2) is 0.164 (positive), meaning that a better work environment tends to increase employee productivity.
3. The regression coefficient for Work Discipline (X3) is 0.585 (positive), meaning that higher work discipline tends to increase employee productivity.

4.5 Uji t

The T-test was used to determine the effect of each independent variable on the dependent variable by comparing the t-table value of 1.9944. Based on the T-test results in Table 4.12:

4.5.1 Work Motivation

t-count = 1.123 < 1.9944, significance = 0.265 > 0.05, Not significant
Conclusion: Work Motivation has a positive but not significant effect on employee productivity.

4.5.2 Work Environment

t-count = 1.508 < 1.9944, significance = 0.136 > 0.05, Not significant
Conclusion: Work Environment has a positive but not significant effect on employee productivity.

4.5.3 Work Discipline

t-count = 5.578 > 1.9944, significance = 0.000 < 0.05, Significant
Conclusion: Work Discipline has a positive and significant effect on employee productivity.

4.6 Discussion

Based on the results of the data analysis, this section provides an in-depth discussion of the study findings regarding the influence of the independent variables—Work Motivation (X1), Work Environment (X2), and Work Discipline (X3) on the dependent variable, Employee Productivity (Y). The discussion is presented as follows:

4.6.1 Effect of Work Motivation on Employee Productivity

The regression analysis indicates that work motivation exerts a positive yet statistically insignificant effect on the productivity of cutting employees at PT Mas Arya Semarang. Employees with higher levels of motivation generally demonstrate stronger enthusiasm, commitment, and responsibility in completing their tasks, which theoretically contributes to improved productivity. This finding is aligned with Laoli and Ndraha (2022), who state that work motivation serves as a driving force that fosters cooperation, enhances work effectiveness, and supports the integration of individual abilities to achieve job satisfaction. As motivation increases, productivity is also expected to rise.

In practical terms, although increased work motivation among cutting employees at PT Mas Arya Semarang tends to improve productivity, the effect is not sufficiently strong to produce statistically meaningful changes. This suggests that the existing level of motivation among employees has not yet become a dominant factor in determining work productivity. The findings are consistent with previous studies conducted by Pramana et al. (2023) and Birowo & Ahsani (2024), both of which reported a positive but insignificant influence of work motivation on employee productivity.

4.6.2 Effect of Work Environment on Employee Productivity

Regression results reveal that the work environment has a positive and significant effect on the

productivity of cutting employees at PT Mas Arya Semarang. A supportive work environment contributes to a comfortable and pleasant atmosphere, encouraging employees to remain engaged, motivated, and willing to perform optimally. This is in line with Syiva et al. (2023), who argue that a safe and comfortable work environment enhances employee satisfaction, which subsequently increases their enthusiasm and performance in carrying out organizational tasks.

Although improvements in the cutting work environment at PT Mas Arya Semarang lead to better comfort and smoother workflow, the magnitude of the effect remains limited in further boosting productivity. This implies that while the work environment is a relevant factor, other variables may also play a significant role in determining overall productivity levels. These findings correspond with the study by Solehati et al. (2023), which concluded that the work environment has a positive but insignificant impact on employee productivity.

4.6.3 Effect of Work Discipline on Employee Productivity

The regression analysis shows that work discipline has a positive and significant effect on the productivity of cutting employees at PT Mas Arya Semarang. Employees with strong work discipline tend to comply with established procedures, adhere to schedules, and maintain professional work ethics, enabling efficient and orderly work processes. This finding is consistent with Farida & Hartono (2022), who emphasize that good work discipline supports the creation of structured and smooth workflows, ultimately enhancing work efficiency and outcomes.

Conversely, insufficient work discipline may lead to delays, errors, and reduced work quality, thereby negatively affecting organizational productivity. In this study, cutting employees who demonstrate punctuality, compliance with company regulations, adherence to operational procedures, and consistency in performing their tasks are shown to achieve better work outcomes and contribute significantly to increased productivity. These findings reinforce the notion that work discipline is a crucial determinant of employee productivity. Furthermore, this study's findings are supported by prior research conducted by Bahtiar & Fadillah (2025), Birowo & Ahsani (2025), Gaurifa (2024), Safitri & Andri (2024), and Mustikasari et al. (2023), all of which confirmed that work discipline has a positive and significant influence on employee productivity.

5. Conclusion

Based on the findings of the study on the effects of work motivation, work environment, and work discipline on the productivity of cutting department employees at PT Mas Arya Semarang, several conclusions were obtained. First, work motivation has a positive but insignificant effect on employee productivity. Higher motivation encourages employees to work more enthusiastically, demonstrate initiative, and show commitment in completing their tasks. Motivated employees tend to achieve work targets more optimally; therefore, increased motivation contributes to improved productivity. Second, the work environment also has a positive but insignificant effect on productivity. A safe, comfortable, and well-organized work environment supported by harmonious workplace relationships creates a conducive atmosphere. Such conditions help employees stay focused, reduce stress levels, and ultimately enhance productivity. Thus, the more conducive the work environment, the higher the employees' productivity is likely to be. Third, work discipline has a positive and significant effect on employee productivity. Good discipline is reflected in punctuality, adherence to procedures, and responsibility in performing duties. Employees with high discipline tend to

work more systematically and efficiently, producing more consistent output. Therefore, the higher the level of work discipline, the greater the improvement in employee productivity.

References

- Adelia, M. P. (2025). The Effect Of Motivation, Work Environment And Discipline On Employee Productivity At Pt. Abc . *Maneggio Journal* , 3032-7652.
- Ajabar. (2020). *Manajemen Sumber Daya Manusia*. Yogyakarta: Cv. Budi Utama.
- Alviani, &. R. (2022). The Influence Of The Principal's Leadership Style, Work Motivation And Work Discipline On The Performance Of Mts Negeri 2 Lamongan Teachers. *Formosa Journal Of Applied Sciences*,, 1185– 1198.
- Bahasoan, S. (2021). Apakah Disiplin Kerja, Motivasi Kerja Dan Beban Kerja Memengaruhi Produktifitas Kerja. *Jurnal Mirai Manajemen*,, 245-254.
- Bahtiar, D. &. (2025). The Influence Of Monitoring System And Work Discipline On Employee Work Productivity At Cv. Makmur Jaya, Malang. *Paraplu Journal*, 3032-2065.
- Birowo, A. M. (2024). Pengaruh Motivasi Kerja, Lingkungan Kerja Dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan Di Pabrik Tahu Sari Klaten . *Jurnal Ekonomi Dan Manajemen* , 460-471.
- Cahyadi, I. (2019). Motivasi Kerja Karyawan Lpp Rri Mataram Dan Pengaruhnya Terhadap Kinerja Target . *Jurnal Manajemen Bisnis*, 27-40.
- Devinta, S.& Santosa, A.B (2022). Pengaruh Kompetensi Profesional Dan Disiplin Kerja Terhadap Kinerja Guru Dengan Gaya Kepemimpinan Transformasional Sebagai Moderasi. *E-Bisnis: Jurnal Ilmiah Ekonomi Dan Bisnis*, 15(2), 294-303.
- Dessler, G. (2015). *Human Resources Management ,14 Th Ed. (D. Angelica, Trans. 14 Th Ed.)*. New Jersey: Pearson Education .
- Durianto. (2018). *Strategi Menaklukkan Pasar; Melalui Riset Ekuitas Dan Prilaku Merk. .* Jakarta: Gramedia Pustaka Utama.
- Fransisca, V. (2022). Pengaruh Lingkungan Kerja, Motivasi Kerja, Dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan Pada Pt. Alfa Surya Mandiri. *Emabi: Ekonomi Dan Manajemen Bisnis*,, 15-25.
- Hartinah, A. S. (2020). Aplikasi Teori Hierarki Kebutuhan Abraham Maslow Dalam Meningkatkan Kinerja Pegawai . *Jurnal Fakultas Ekonomi Dan Bisnis*.
- Hasibuan, M. (2005). *Kinerja Karyawan, (Era Transformasi Digital)*. Jawa Barat: Media Sains Indonesia.
- Jayadi, R.M. & Liana (2022). Pengaruh motivasi, lingkungan kerja, dan stres kerja terhadap kinerja karyawan. *Fair Value: Jurnal Ilmiah Akuntansi Dan Keuangan*, 5(2), 661-670.
- Laoli, E. S. (2022). Pengaruh Sistem Pengendalian Manajemen Terhadap Kinerja Pegawai. *Jurnal Akuntansi, Manajemen Dan Ekonomi*,, 15-20.
- Malayu, H. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.

- Markus, M. H. (2023). Disiplin Kerja, Motivasi Kerja, Dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan Pegawai. . *Journal Of Management And Bussines (Jomb)*, 741-749.
- Mertha, I. M. (2025). The Influence Of Work Discipline, Work Environment, And Organizational Culture On Employee Work Productivity At The Sesetan Regional Cooperative. *American Journal Of Economic And Management Business*, 2835-5199.
- Nabawi, R. (2023). Pengaruh Lingkungan Kerja, Budaya Kerja, Dan Beban Kerja Terhadap Kinerja Karyawan. *Jurnal Manuhara : Pusat Penelitian Ilmu Manajemen Dan Bisnis*, 2(1), 01–10.
- Nitisemito, A. (1996). *Wawasan Sumber Daya Manusia*. Jakarta: Penerbit Pustaka Utama Grafiti.
- Sagala, T. R. (2025). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Produktivitas Karyawan Pmkspada Pt. Mitra Bumi Bangkinang. *Jurnal Ilmiah Mahasiswamerdeka Emba*, 1210-1219.
- Salsabilla, N. P. (2022). Analysis Of Work Motivation And Work Discipline Of Employee At Wiyung Sejahtera Hospital Surabaya. *The Indonesian Journal Of Public Health*, 95-105 .
- Sanida, N. A. (2024). Pengaruh Motivasi Kerja, Lingkungan Kerja Dan Disiplin Kerja Terhadap Produktivitas Kerja Karyawan Restoran Bebek Hi. Slamet Di Bandar Lampung. *Jurnal Riset Akuntansi Dan Manajemen*,, 321–328. .
- Saputra, A. D. (2023). Pengaruh Beban Kerja, Disiplin Kerja, Motivasi Kerja, Penghargaan Dan Hukum Terhadap Produktivitas Karyawan Bagian Produksi. . *Soetomo Management Riview*,, 1–21.
- Sastrohadiwiryo, B. S. (2013). *Manajemen Tenaga Kerja Indonesia (Pendekatan Administratif Dan Operasional)*. Jakarta: Bumi Aksara.
- Sedarmayanti. (2011). *Sumber Daya Manusia Dan Produktivitas Kerja Karyawan*. Bandung : Mandar Maju.
- Segoro, W. &. (2021). Pengaruh Lingkungan Kerja, Disiplin Kerja Dan Motivasi Kerja Terhadap Produktivitas Kerja Karyawan Cv. Gema Teknikatama Cibitung. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*,, 880–888.
- Septiawan, B. M. (2020). Motivasi Kerja Dan Generasi Z (Teori Dan Penerapan). *Zaida Digital*.
- Simamora, H. (2004). *Manajemen Sumber Daya Manusia. Edisi Ke-3*. Yogyakarta: Stie Ykpn.
- Soedira, E. Y. (2023). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Produktivitas Karyawan Pada Pt Dos Ni Roha Logistic Jakarta. *Riset Ilmu Manajemen Bisnis Dan Akuntansi*, 1(4), 345–355.
- Solehati, D. T. (2024). Pengaruh Lingkungan Kerja, Motivasi Kerja, Dan Disiplin Kerja Terhadap Produktivitas Karyawan Pada Pt. Xyz. *Jurnal Riset Ilmiah*,, 328–338.
- Solicha, M. (2023). Dampak Motivasi Kerja, Disiplin Kerja Dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan Pada Pt Berjaya Makmur Indonesia Jakarta. . *Universitas Bhayangkara Jakarta Raya*.

- Sugiyono. (2019). *Metode Statistika Untuk Penelitian*. Bandung: Cv. Alfabeta.
- Sutrisno, D. N. (2021). Analisis Kompetensi Kepribadian Dan Sosial Guru Dalam Menerapkan Sikap Disiplin (Penelitian Kualitatif Pada Pembelajaran Ppkn Materi Hidup Tertib Peserta Didik Kelas I Sdn Tegalrejo No. 98 Surakarta Tahun Ajaran 2020/2021).
- Syifa, S. S. (2025). The Effect Of Work Motivation And Work Life Balance On Employee Work Productivity At The Cirebon City Health Departemen . *Dinasti International*.
- Syiva, S. L. (2023). Pengaruh Disiplin Kerja, Motivasi Kerja, Etos Kerja Dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan (Literature Review. *Jurnal Ekonomi Dan Bisnis* , 43 – 60.
- Tambunan, A. P. (2018). Lingkungan Kerja Dan Kepuasan Kerja Karyawan Anggiat Parluhutan. . *Jurnal Ilmiah Methonomi*, 4(2), 175–183.
- Tumiwa, R. A. (2021). *Manajemen Motivasi(Gcaindo (Ed.))*. . Diandra Kreatif/Mirra Buana Media.
- Warouw, S. &. (2020). Pengaruh Lingkungan Kerja Terhadap Motivasi Kerja Pada Pt Bpr Prisma Dana Manado. . *Laboratorium Penelitian Dan Pengembangan Farmaka Tropis Fakultas Farmasi Universitas Mualawarman*, 5–24.
- Wibowo, I. &. (2023). Motivasi Kebutuhan Keamanan Kerja, Kompensasi, Dan Disiplin Kerja Dalam Memengaruhi Produktivitas Karyawan Pada Bank Bjb Kantor Cabang Cibinong. *Jurnal Pendidikan Dan Konseling*, 2272–2279.
- Zaki, H. K. (2022). Pelatihan Motivasi Kewirausahaan Dan Belajar Bagi Santriwan Dan Santriwati Pada Pondok Pesantren Ashabul Kahfi Pekanbaru. *Abdimas Ekodiksosiora*, 62–68. .

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)

