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THE EFFECT OF MOTIVATION, WORK ENVIRONMENT AND DISCIPLINE ON EMPLOYEE PRODUCTIVITY AT PT. ABC

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ABSTRACT

This study aims to examine the effect of work motivation, work environment, and work discipline on employee productivity at PT. ABC. The research method used is quantitative with an associative approach. The population in this study were all employees of PT. ABC, with a sample of 80 respondents selected using purposive sampling technique. Data collection was carried out through distributing questionnaires that had been tested for validity and reliability. The research instrument includes independent variables, namely work motivation (X1), work environment (X2), and work discipline (X3), and the dependent variable is employee productivity (Y). Data analysis was conducted using the Structural Equation Modeling (SEM) model based on Partial Least Square (PLS) version 3.2.9. The results showed that work motivation has a positive and significant effect on employee productivity. The work environment also has a positive and significant effect, indicating that good working conditions can increase employee output. Work discipline proved to have the strongest and most significant influence on productivity, indicating the importance of discipline in supporting the achievement of company targets. Simultaneously, the three variables contribute to increasing employee productivity in the company. This study recommends that companies improve motivation programs, create a more conducive work environment, and enforce discipline rules consistently to achieve optimal productivity.

Keywords: Productivity, SEM-PLS, Work Discipline, Work Environment, Work Motivation.

INTRODUCTION

In the era of globalization and the increasingly rapid industrial revolution 4.0, a company's competitiveness is largely determined by its ability to manage its human resources (HR) effectively and efficiently. The challenges of the ever-evolving business world require companies to focus not only on technological innovation but also on internal aspects such as work motivation, discipline, and a conducive work environment. Amidst intense industrial competition, HR management is a key strategy in ensuring organizational sustainability and productivity.(Robbins & Kiser, 2020; Wijoyo et al., 2020).

Companies across various sectors are currently competing to increase work productivity as an indicator of organizational success. Productivity is a key benchmark for determining the efficiency of resource use and the success of achieving business goals.(Irfan & Mahargiono, 2023)In practice, companies often face complex challenges in

maintaining stable employee productivity. Various internal and external factors influence this, such as the condition of the work environment, individual enthusiasm for work, and the company's ability to enforce discipline in its workplace.

One strategy many companies employ to address the need for a flexible workforce is to utilize outsourcing services. Outsourcing companies are crucial partners for industry, meeting operational needs, particularly in support functions. PT ABC, for example, is an outsourcing company that has partnered with various national and multinational companies. The company provides professional workers in various sectors, such as production, logistics, and other support services.

In recent years, employee productivity trends at PT ABC have shown interesting fluctuations worth examining. Although there has been a general increase in productivity from 2020 to 2024, the company's targets have not been consistently achieved. For example, in 2022, productivity decreased by 5% compared to the previous year. This decline indicates possible issues with employee motivation, work discipline, and the work environment. Internal observations also revealed employee behaviors that are less conducive to productivity, such as frequently arriving late, lacking focus at work, and not performing tasks optimally.

Workforce productivity is key to business continuity and maintaining a company's competitive position in the market. High productivity will improve operational efficiency, accelerate target achievement, and lower production costs. Conversely, low productivity will result in decreased service quality, diminished partner trust, and increased costs due to work inefficiencies.(Irfan & Mahargiono, 2023).

Factors that play a significant role in shaping work productivity include motivation, work discipline, and the work environment. Work motivation is a drive from within an individual or from outside that drives someone to act consciously to achieve a specific goal. High motivation will encourage employees to work harder, be enthusiastic about carrying out their duties, and be motivated to achieve work achievements.(Riyanto & Prasetyo, 2021). Study(Anggraini et al., 2021)also shows that strong motivation greatly contributes to increasing employee productivity in manufacturing companies.

Furthermore, the work environment also plays a strategic role in shaping employee comfort and performance. A conducive work environment creates a sense of security, comfort, and supports productivity. This encompasses physical conditions such as lighting, cleanliness, and tidiness, as well as psychological aspects such as relationships between colleagues and leadership style.(Sedarmayanti, 2018). Study by(Segoro & Pratiwi, 2021)proves that a positive work environment can significantly increase productivity in medium-sized companies.

Work discipline is a form of employee compliance with company-established rules, norms, and work procedures. A high level of discipline reflects a serious commitment to responsibilities and a commitment to the organization's vision and mission.(Listiana & Aslamiyah, 2024)In his research, he found that strong work discipline was positively correlated with employee work productivity in the chemical industry sector.

However, several previous studies have yielded differing results regarding the influence of each variable on employee productivity.(Sanida et al., 2024)And(Solicha, 2023)shows that motivation, work environment, and work discipline together have a significant influence on employee productivity. Meanwhile, research by(Solehati et al., 2024)in a manufacturing company concluded that the work environment did not have a significant effect on productivity, while motivation and work discipline had a strong influence.

This research gap indicates that the influence of these factors on employee productivity can vary depending on industry type, work system, and organizational

characteristics. Therefore, further research in different contexts is needed to clarify and develop a deeper understanding of these variables.

In the context of PT ABC, an outsourcing company, this research is important because outsourced employees tend to have different work dynamics than permanent employees. They often face challenges such as lack of career security, work time pressure, and limited work facilities, which can impact motivation and productivity. Therefore, it is important to understand how motivation, work environment, and work discipline influence the productivity of outsourced employees in this company.

This research aims to provide a deeper empirical understanding of the influence of these three variables on work productivity and to provide a basis for developing policies to improve HR performance. This knowledge will benefit not only PT ABC but also other companies that use outsourcing as an operational strategy.

The results of this study are expected to assist management in designing more targeted productivity improvement strategies, such as performance-based motivation programs, creating a conducive work environment, and enforcing fair and consistent work discipline. These policies need to be tailored to the characteristics of the workforce and the prevailing work system to maximize their impact on the efficiency and sustainability of the company's operations.

METHOD

This study uses a quantitative approach with a causal associative design to analyze the influence of work motivation, work discipline, and work environment on employee productivity at PT ABC. The quantitative approach was chosen because it is able to measure the relationship between variables objectively and systematically through numerical data and statistical analysis.(Prastowo, 2021; Rosyidah & Masykuroh, 2024)Primary data were collected through a structured five-point Likert-scale questionnaire. The population in this study was all active employees of PT ABC, with a sample size of 80 people determined using the Slovin formula.(Pratitis et al., 2024)from a population of 100 people at a 5% error rate. The sampling technique used was simple random sampling, where each member of the population has an equal chance of being selected.(Reken et al., 2024)The research was conducted between February and July 2025 at the PT ABC site, Tangerang, Banten.

Data analysis was conducted using the Partial Least Squares - Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS software. This method is considered effective for analyzing relationships between latent constructs with small sample sizes and complex models.(Priadana & Sunarsi, 2021)The research instrument measured respondents' perceptions of four main variables: work motivation, work discipline, work environment, and productivity. A five-point Likert scale was chosen because it can quantitatively measure attitudes and perceptions.(Sugiyono, 2024). This scale consists of five categories: strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1). The results of the analysis are expected to provide a valid empirical contribution to support strategic policies in human resource management at PT ABC.

RESULTS AND DISCUSSION

To provide a clearer understanding of the empirical findings in this study, the following section presents the results of descriptive statistics, validity and reliability tests, and the results of hypothesis testing using the PLS-SEM approach. Path coefficient analysis, indirect effects (mediation), and the coefficient of determination (R^2) are also

presented. These data provide strong evidence regarding the extent to which work motivation, work environment, and work discipline influence employee productivity at PT. ABC.

Table 1. Respondent Demographic Profile

Category	Sub-category	Frequency (n)	Percentage (%)
Age	18–25 years	19	23.8%
	26–30 years	43	53.7%
	31–40 years	18	22.5%
	> 40 years	0	0%
Gender	Man	27	33.6%
	Woman	53	66.4%
Position	Telemarketing	12	15.0%
	Sales Marketing	11	13.8%
	Finance Staff	11	13.8%
	HR staff	8	10.0%
	Marketing Staff	7	8.8%
	HR Admin	3	3.8%
	HR Manager	2	2.5%
	Other	1	1.3%
Length of work	< 1 year	12	15.0%
	1–3 years	40	50.0%
	> 3 years	28	35.0%
Last education	High School/Vocational School	16	20.0%
	Diploma (D3)	10	12.5%
	Bachelor degree)	54	67.5%
	Masters (S2)	0	0%

Source: Data processed by the author

The majority of respondents in this study were female (66.4%) and aged 26–30 years (53.7%), reflecting that the majority of employees are in their early productive years. Most respondents had a bachelor's degree (67.5%), indicating a strong academic background. The most frequently filled position was telemarketing (15%), followed by sales marketing and finance staff at 13.8% each. In terms of length of service, most respondents had worked for 1–3 years (50%), followed by more than 3 years (35%), indicating that most respondents had sufficiently adapted to the work environment. This composition reflects the diversity of individual characteristics within the organization, which can influence their perceptions of motivation, discipline, and the work environment.

Table 2. Descriptive Statistics of Research Variables

Variables	Average	Standard Deviation	Minimum	Maximum
Work motivation	4.11	0.48	2.80	4.90
Work environment	4.08	0.51	2.90	4.90
Work Discipline	4.23	0.45	3.00	4.90
Employee Productivity	4.15	0.47	3.00	4.90

Source: Data processed by the author

The descriptive statistics show that work motivation, work environment, work discipline, and employee productivity have average values above 4.00 on a Likert scale of 1 to 5, reflecting that respondents' perceptions of the four variables are relatively high. The relatively small standard deviations for each variable, ranging from 0.45 to 0.51, indicate that employee perceptions are quite homogeneous. This demonstrates the uniformity of respondents' understanding and experience of existing working conditions, and strengthens the validity of the data as a basis for further analysis in the structural model.

The inferential statistical analysis in this study includes two main stages according to the PLS-SEM approach: analysis of the measurement model (outer model) and the structural model (inner model). This stage uses SmartPLS 3.2.9 software based on the opinion of(Ghozali, 2021; Hair et al., 2021).

Measurement Model (Outer Model)
Convergent Validity
Convergent validity is used to assess the extent to which an indicator represents the construct being measured. Assessment is conducted using outer loading values and Average Variance Extracted (AVE).(Hair et al., 2021)recommends a loading value of ≥ 0.70 to declare an indicator valid, although values between 0.50–0.70 are still acceptable in exploratory studies. Meanwhile, an adequate AVE value is above 0.50.

Table 3. Outer Loading and AVE

	X1	X2	X3	Y
X1.1	0.804			
X1.2	0.683			
X1.3	0.825			
X1.4	0.641			
X1.5	0.610			
X1.6	0.629			
X1.7	0.746			
X1.8	0.716			
X2.1		0.736		
X2.2		0.700		
X2.3		0.787		
X2.4		0.825		
X2.5		0.756		
X2.6		0.580		
X2.7		0.641		
X2.8		0.821		
X3.1			0.678	
X3.2			0.731	
X3.3			0.849	
X3.4			0.711	
X3.5			0.875	
X3.6			0.767	
X3.7			0.849	
X3.8			0.767	
Y1				0.832
Y2				0.757

Y3	0.865
Y4	0.716
Y5	0.753
Y6	0.791
Y7	0.786
Y8	0.760

Source: Data processed by the author

Based on the table, most indicators have loading values > 0.70, and the rest are in the range of 0.60–0.69. All constructs have AVE values > 0.50, which indicates that the constructs of Work Motivation (X1), Work Environment (X2), Work Discipline (X3), and Employee Productivity (Y) have met the criteria for convergent validity.

Discriminant Validity

Discriminant validity indicates the extent to which constructs differ empirically from each other. The recommended Heterotrait-Monotrait Ratio (HTMT) value is <0.90.(Hair et al., 2021).

Table 4.HTML Value

	X1	X2	X3	Y
X1				
X2	0.305			
X3	0.320	0.187		
Y	0.430	0.436	0.632	

Source: Data processed by the author

All HTMT values are below 0.90, indicating that each construct is discriminative and empirically distinct from one another. This confirms that the constructs in the model have good discriminant validity.

Reliability Test

Reliability testing aims to test the internal consistency of indicators in measuring constructs. Two measures used are Cronbach's Alpha and Composite Reliability (CR), with a minimum threshold of 0.70 for confirmatory research and 0.60 for exploratory research.(Hair et al., 2021).

Table 5. Cronbach's Alpha and Composite Reliability

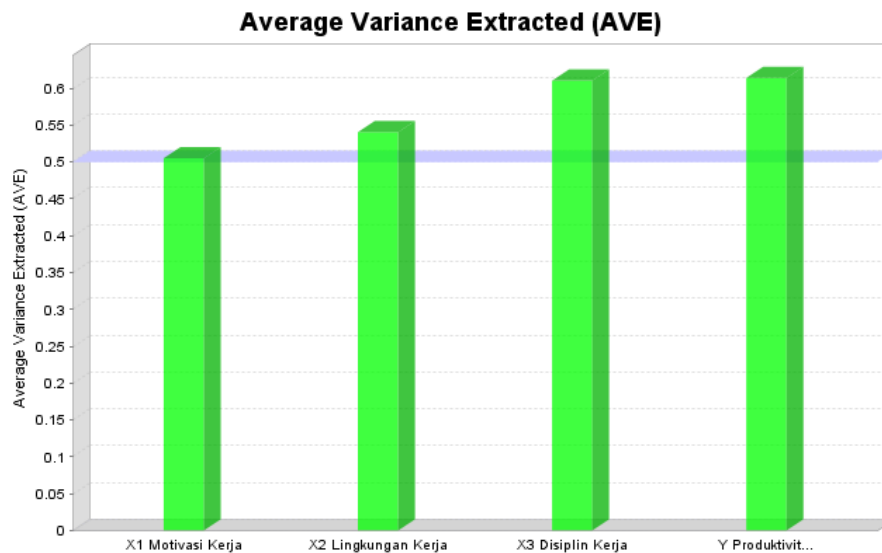|	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.865	0.895	0.890	0.505
X2	0.880	0.922	0.903	0.541
X3	0.910	0.939	0.926	0.611
Y	0.910	0.913	0.927	0.614

Source: Data processed by the author

Figure 1.AVE Bar Chart
Source: Data processed by the author

All constructs demonstrated strong internal reliability, with Cronbach's Alpha and CR values above 0.80. Therefore, it can be concluded that the measurement instruments in this study are consistent and reliable. Therefore, the measurement instruments used in this study have met the criteria for strong reliability. Therefore, the constructs in the model are reliable for use in the structural model analysis stage (inner model).
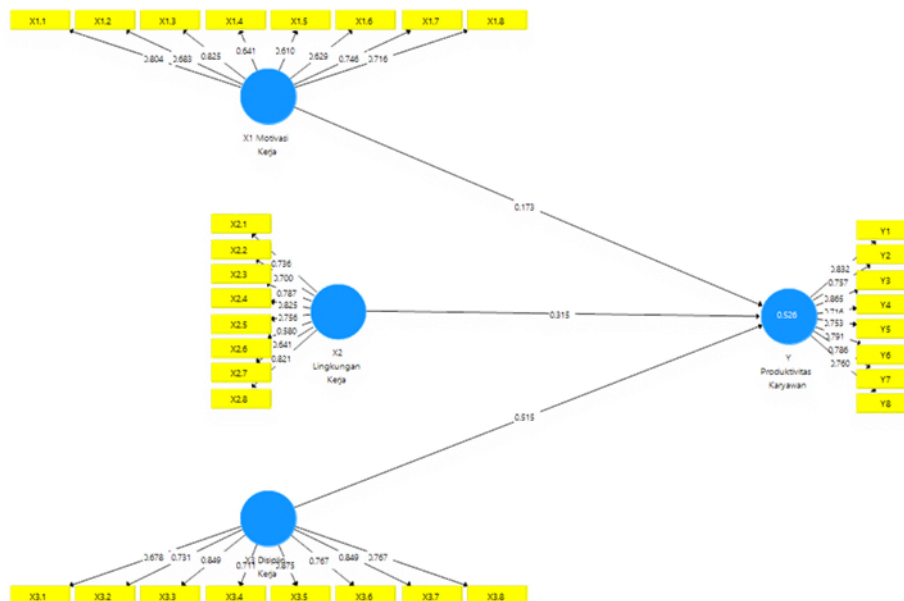

Figure 2. Output Path Diagram SmartPLS version 3.2.9
Source: Data processed by the author

Structural Model (Inner Model)
Multicollinearity Test (VIF)

Multicollinearity is tested to determine the presence of high correlation between exogenous constructs. The recommended VIF (Variance Inflation Factor) value should be less than 5.(Hair et al., 2021).

Table 6. VIF value

	Y Employee Productivity
X1 Work Motivation	1,199
X2 Work Environment	1,098
X3 Work Discipline	1,114
Y Employee Productivity	

Source: Data processed by the author

All values are below the threshold, so it can be concluded that there is no multicollinearity in the model.

Coefficient of Determination (R^2)

The coefficient of determination shows how much the exogenous variables contribute to the endogenous variables. The R^2 value for the Employee Productivity construct (Y) is 0.526, indicating that Work Motivation, Work Environment, and Work Discipline are able to explain 52.6% of the variation in Employee Productivity, while the remainder is explained by other variables outside the model.

Table 7. R^2 and Adjusted R^2 Values

	R Square	R Square Adjusted
Y Employee Productivity	0.526	0.507

Source: Data processed by the author

According to (Hair et al., 2021), the R^2 value between 0.50–0.75 is categorized as moderate, so this model is quite suitable for explaining the relationship between variables.

Effect Size (f^2)

Effect size is used to measure the size of the influence of each exogenous construct on the endogenous construct.

Table 8. Effect Size Value (f^2)

	Y Employee Productivity
X1 Work Motivation	0.053
X2 Work Environment	0.191
X3 Work Discipline	0.502
Y Employee Productivity	

Source: Data processed by the author

The influence of Work Motivation is relatively small, Work Environment is relatively moderate, and Work Discipline is relatively large on Employee Productivity.

Model Fit Test

Model Fit is tested through the Standardized Root Mean Square Residual (SRMR) and Goodness of Fit (GoF) values.

Table 9. SRMR Value

	Saturated Model	Estimated Model
SRMR	0.101	0.101

Source: Data processed by the author

The SRMR value is 0.101, slightly exceeding the 0.10 threshold. Nevertheless, the model can still be said to be close to a good fit, although not absolutely optimal.

The GoF value is calculated using the following formula:

$$GoF = \sqrt{Rata - Rata\ AVE\ \times\ Rata - Rata\ R\ Square}$$
$$GoF = \sqrt{0.6995\ \times\ 0.526}$$
$$GoF = \sqrt{0.3686}$$
$$GoF = 0.6071$$

The GoF value = 0.6071, exceeding the threshold of 0.35, which means the model is included in the high fit category (large GoF), indicating a good fit between the empirical and theoretical models.

Path Coefficient

Path coefficient analysis indicates the direction and strength of the relationship between variables. Significance testing is performed using a T-statistic value > 1.96 and a p-value < 0.05.

Table 10.*Path Coefficients*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 Work Motivation -> Y Employee Productivity	0.173	0.182	0.086	2,026	**0.043**
X2 Work Environment -> Y Employee Productivity	0.315	0.323	0.078	4,034	**0.000**
X3 Work Discipline -> Y Employee Productivity	0.515	0.514	0.093	5,561	**0.000**

Source: Data processed by the author

The results show that work motivation, work environment, and work discipline have a positive and significant influence on employee productivity. Work discipline is the most dominant variable in increasing productivity (β = 0.515), followed by work environment (β = 0.315) and work motivation (β = 0.173).
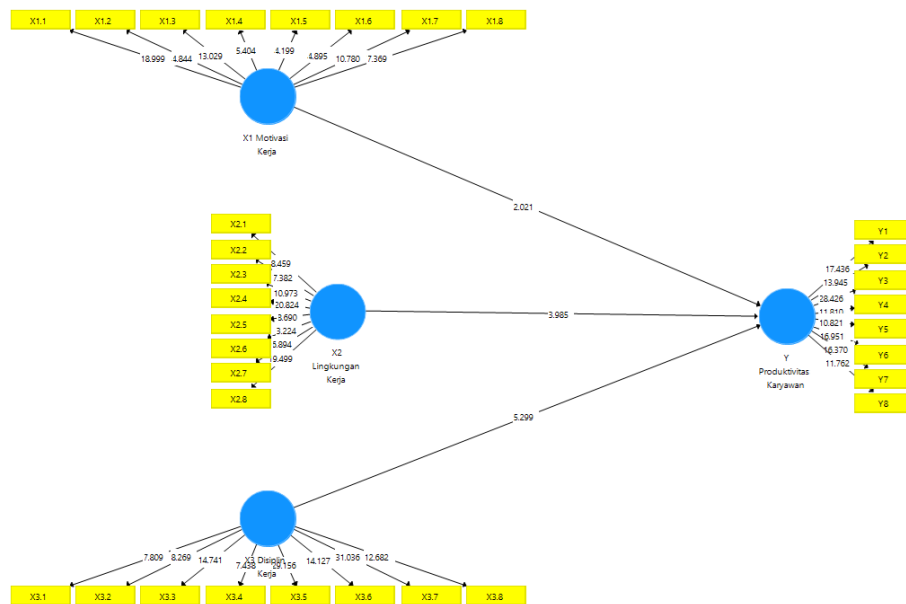
Figure 3. Bootstrapping Output Path Diagram
Source: Data processed by the author

Discussion

Based on the research results described above, it is known that work motivation, work environment, and work discipline have different effects on employee productivity. Test results using the Structural Equation Modeling (SEM) method with the help of SmartPLS version 3.2.9 indicate a positive and significant relationship between the three independent variables and the dependent variable, namely employee productivity.

The influence effect provided by each variable can be explained through the effect size value (f^2), which describes the strength of the contribution of each construct to changes in endogenous variables.

The Influence of Work Motivation on Employee Productivity

The results of the study indicate that work motivation has a positive and significant influence on employee productivity with a path coefficient of 0.173, a T-statistic of 2.026 (> 1.96), and a P-value of 0.043 (< 0.05). Although statistically significant, the contribution of motivation to productivity is relatively small (f^2 = 0.053). This indicates that internal drives such as work enthusiasm, the desire to achieve, and recognition from superiors are not yet dominant factors in driving employee productivity.

This finding is in line with(Wardani et al., 2023)And(Aini et al., 2024)which found that motivation contributes positively to boosting productivity, particularly in the context of the service industry and private companies. However, the study(Saputra, 2024)in government institutions found that motivation was not significant on productivity, which indicates that the type of organization and internal reward system can moderate the effect of motivation on performance.

The Influence of Work Environment on Employee Productivity

The work environment shows a positive and significant influence on employee productivity with a coefficient of 0.315, a T-statistic of 4.034, and a P-value of 0.000. The effect size of 0.191 indicates that the work environment has a moderate influence. A

comfortable, safe, and collaborative work environment has been shown to increase employee efficiency and work enthusiasm, leading to increased productivity.

This finding is reinforced by(Syahputra et al., 2022)which concluded that a conducive work environment has a significant influence on employee productivity in government agencies. In line with this, research by(Sedarmayanti, 2018)also emphasized the importance of ergonomics, lighting, and social interaction in a healthy work environment. However, research(Nurhasan & Nugroho, 2023)shows that in some contexts, especially in the informal and labor-intensive sectors, the work environment is not always the main determinant of productivity, given the influence of incentive systems and production target pressures are more dominant.

The Influence of Work Discipline on Employee Productivity

Work discipline is the variable with the largest contribution to employee productivity. The test results show a path coefficient of 0.515, a t-statistic of 5.561, and a p-value of 0.000. An effect size of 0.502 indicates that the influence of work discipline is significant. This means that employee compliance with work hours, responsibilities, and internal organizational regulations is a crucial factor in achieving productivity.

This research is in line with(Gaurifa, 2024)as well as(Haliza & Oktiani, 2024), which shows that work discipline has a significant relationship with productivity in various sectors, including public services and the manufacturing industry. Discipline reflects consistent and structured work behavior, which in turn has a direct impact on achieving company targets. However,(Riswandi & Laili, 2024)found that in certain industries such as small manufacturing, discipline does not necessarily directly increase productivity, especially if it is not supported by training or efficient work systems.

CONCLUSION

This study shows that work motivation, work environment, and work discipline have a positive and significant influence on employee productivity at PT. ABC. Of the three variables, work discipline has the greatest influence, followed by work environment, and then work motivation. These findings confirm that increased productivity depends not only on individual motivation but also heavily on consistent work behavior and supportive environmental conditions.

The impact of this research lies in its contribution to HR management policymaking. Companies need to prioritize establishing a disciplined work culture, creating a conducive work environment, and designing more targeted motivation-boosting strategies. Therefore, the results of this study can serve as a reference in formulating sustainable employee performance improvement programs based on empirical data..

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