

The Influence of Job Satisfaction, Work Discipline, Communication, and Work Environment on Employee Productivity at Setyo Mulyo Group

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Employee productivity is a key factor in determining organizational success and is influenced by various internal and workplace-related factors. This study aims to analyze the effects of job satisfaction, work discipline, communication, and the work environment on the work productivity of employees at Setyo Mulyo Group. This research employed a quantitative approach with a population of 71 employees of Setyo Mulyo Group. A total of 67 respondents were selected using the proportionate stratified random sampling technique. The data were analyzed using multiple linear regression with the assistance of SPSS Statistics 26. The results indicate that job satisfaction, work discipline, communication, and the work environment simultaneously and partially have a positive and significant effect on employee work productivity. These four independent variables explain 55.6% of the variation in employee productivity, while the remaining 44.4% is influenced by other factors outside the scope of this study. The findings suggest that improving job satisfaction, strengthening work discipline, promoting effective communication, and fostering a supportive work environment are essential to enhancing employee productivity. Therefore, organizations should implement sustainable human resource management policies that focus on employee well-being, organizational communication, compliance with work procedures, and the creation of a positive work environment. The findings are expected to serve as a reference for company management and future researchers in developing strategies to improve employee productivity.

Keywords: Job Satisfaction, Work Discipline, Communication, Work Environment, Work Productivity.

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1. Introduction

Human resources are essential assets that determine an organization's ability to achieve its objectives. According to Simbolon (2021), the achievement of a company's vision largely depends on the quality of its human resources, who are expected to perform their duties and responsibilities effectively. Similarly, Pricilla and Octaviani (2022) argued that organizational success cannot be separated from the contribution of human resources in supporting operational activities. One of the key indicators reflecting the quality of human resources is employee work productivity. Septiady and Setiadi (2022) stated that work productivity refers to the ability of individuals or groups to produce outputs in accordance with predetermined targets. Therefore, maintaining a high level of employee productivity is essential for organizational success.

Setyo Mulyo Group, a company operating in the LPG distribution sector, also faces challenges in maintaining employee productivity. Based on the company's 2025 distribution data, the realization of 3-kg LPG refill sales from January to December failed to achieve the established sales targets. On average, sales reached only 91.92% of the targeted volume. This condition indicates a decline in target achievement and suggests potential issues related to employee productivity that require management attention.

The findings of a preliminary survey involving 30 employees further support this indication. The survey revealed that only 13% of respondents were satisfied with their current jobs, 13% consistently complied with company rules and regulations, 30% perceived communication with supervisors and colleagues as effective, and 23% considered their work environment supportive and comfortable. According to Sugiyono (2023), a minimum of 30 respondents is recommended in a preliminary survey to ensure that the distribution of measurement values approaches normality. These findings indicate that several aspects of the work environment and employee attitudes may be associated with employee productivity and therefore warrant further investigation.

Based on the company's inability to achieve its sales targets, the preliminary survey findings indicating relatively low employee perceptions regarding several work-related aspects, and the inconsistency of previous research findings, this study focuses on examining the effects of job satisfaction, work discipline, communication, and the work environment on employee work productivity at Setyo Mulyo Group. Accordingly, the objective of this study is to analyze the effects of job satisfaction, work discipline, communication, and the work environment on employee work productivity at Setyo Mulyo Group. The findings are expected to contribute to the development of human resource management literature and provide practical recommendations for management in formulating strategies to improve employee productivity.

2. Literature Review And Problem Statement

According to Pratiwi et al. (2025), work productivity is one of the indicators used to assess employee quality. Wulandari et al. (2024) define work productivity as the ability of individuals or groups to produce goods and services in accordance with predetermined targets or plans. Job satisfaction, according to Aghni et al. (2023), is an employee's emotional attitude, whether positive or negative, toward their job. A study by Farina and Ronauli (2022) found that job satisfaction has an effect on employee work productivity. However, research conducted by Fajar, Sunaryo, and Fitria (2024) revealed that job satisfaction does not have a significant effect on employee work productivity. According to Apriliana et al. (2026), work discipline is the attitude of complying with organizational rules and regulations and being willing to accept sanctions for violating established provisions. The study by Septiady and Setiadi (2022) found that work discipline has a positive and significant effect on employee work productivity. In contrast, Pricilla and Octaviani (2022) reported that work discipline does not have a positive and significant effect on employee work productivity.

According to Seviana et al. (2024), communication is the process of conveying information through symbols so that the intended message can be understood by the recipient. Research by Prihatin (2021) indicated that communication has a positive and significant effect on employee work productivity. However, Waluya, Evasari, and Sutapa (2024) found that communication has no effect on employee work productivity. According to Aghni et al. (2023), the work environment refers to all workplace conditions that provide comfort for employees in carrying out their duties, thereby influencing their work productivity. A study by Setiawan and Nuridin (2021) found that the work environment has a positive and significant effect on employee work productivity. However, Kurniawan and Rimas (2021) reported that the work environment has no effect on employee work productivity.

Based on the phenomenon of Setyo Mulyo Group's failure to achieve its 3-kg LPG refill sales target in 2025, with an average sales realization of only 91.92% of the company's predetermined target, there is an indication that employee work productivity has not yet reached an optimal level. This condition highlights the need to identify the factors influencing employee work productivity so that the company can formulate appropriate policies to improve employee performance. Therefore, this study is designed to

examine whether job satisfaction, work discipline, communication, and the work environment have a positive and significant effect on the work productivity of employees at Setyo Mulyo Group.

3. Method

This study employed a quantitative research approach. Data were collected using a questionnaire as the research instrument, with primary data obtained directly from the respondents. The research was conducted at Setyo Mulyo Group, located in Purbalingga Regency, Central Java, Indonesia. The population consisted of all employees of Setyo Mulyo Group from various departments, totaling 71 employees. The sample size was determined using the Slovin formula to obtain a representative sample (Sugiyono, 2023). The formula is expressed as $n = N / (1 + Ne^2)$, where n represents the sample size, N represents the population size, and e represents the acceptable margin of error, which was set at 5% in this study. Based on the Slovin formula, the minimum sample size was 61 respondents. Using proportionate stratified random sampling, the final sample was increased to 67 respondents to ensure proportional representation across all departments within Setyo Mulyo Group.

Work productivity is defined as the ability to complete assigned tasks efficiently and effectively in order to achieve predetermined organizational goals (Mangkunegara, 2017). In this study, work productivity is measured using the indicators proposed by Mangkunegara (2017), namely quantity, quality, responsibility, task implementation, and teamwork ability.

Job satisfaction is defined as a positive emotional attitude in which employees enjoy and appreciate their work (Hasibuan, 2016). In this study, job satisfaction is measured using the indicators proposed by Hasibuan (2016), namely compliance with work regulations, high work morale, and low employee turnover.

Work discipline is defined as employees' willingness to respect, obey, and comply with both written and unwritten organizational rules, as well as their readiness to accept sanctions for violations of assigned duties and responsibilities (Sastrohadiwiryono, 2017). In this study, work discipline is measured using the indicators proposed by Sastrohadiwiryono (2017), namely attendance frequency, punctuality, compliance with work procedures, and compliance with company regulations.

Communication is defined as the process of sending and receiving messages between two individuals or within a small group, accompanied by immediate feedback (DeVito, 2017). In this study, communication is measured using the indicators proposed by DeVito (2017), namely openness, empathy, supportiveness, positiveness, and equality.

The work environment is defined as everything surrounding employees that may influence the performance of their assigned tasks (Nitisemito, 2022). In this study, the work environment is measured using the indicators proposed by Nitisemito (2022), namely the working atmosphere, relationships among coworkers, relationships between supervisors and subordinates, and the availability of work facilities.

Data were analyzed using multiple linear regression with the following model:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Prior to the regression analysis, the research instrument was evaluated through validity and reliability tests. Validity was assessed using the Pearson product-moment correlation to determine the ability of each questionnaire item to measure the research variables. Reliability was evaluated using Cronbach's alpha coefficient, with a minimum acceptable value of 0,70, indicating that the research instrument was reliable (Ghozali, 2021).

Furthermore, the regression model was examined using classical assumption tests, including the normality test, multicollinearity test, and heteroscedasticity test, to ensure that the model met the assumptions of an unbiased, consistent, and efficient estimator. Model fit was evaluated using the F-test (goodness-of-fit test) to determine the simultaneous effect of the independent variables on the dependent

variable. Finally, the hypotheses were tested using the t-test to examine the partial effect of each independent variable on work productivity.

4. Results And Discussion

Multiple linear regression analysis was employed to examine the effects of the independent variables, namely job satisfaction (X_1), work discipline (X_2), communication (X_3), and work environment (X_4), on the dependent variable, employee productivity (Y), both simultaneously and partially. This analysis was also used to determine the magnitude and direction of the effect of each independent variable within the research model. The multiple linear regression analysis was performed using IBM SPSS Statistics version 26. The results of the analysis are presented in the following table:

Table 1. Multiple Linear Regression Analysis Result

No	Variable	Coefficient (β)	Std.Error	t-stat	t-table	Sig.
1	(Constant)	4.603	1.763	2.611	2.520	0.011
2	Job Satisfaction	0.363	0.071	5.127	2.520	0.000
3	Work Discipline	0.273	0.059	4.633	2.520	0.000
4	Communication	0.171	0.041	4.164	2.520	0.000
5	Work Environment	0.217	0.049	4.426	2.520	0.000
F-stat= 19.391		$R^2 = 0.556$				
Sig. = 0.000		Adj. $R^2 = 0.527$				

Based on the results of the multiple linear regression analysis, the following regression equation was obtained: $Y = 4.603 + 0.363X_1 + 0.273X_2 + 0.171X_3 + 0.217X_4$. The regression equation can be interpreted as follows:

- The constant value of 4.603 indicates that when the values of job satisfaction, work discipline, communication, and work environment are equal to zero, the level of employee productivity at Setyo Mulyo Group is 4.603.
- The regression coefficient for job satisfaction is 0.363, indicating that job satisfaction has a positive effect on employee productivity. In other words, a one-unit increase in job satisfaction is associated with a 0.363-unit increase in employee productivity, assuming that the other variables remain constant.
- The regression coefficient for work discipline is 0.273, indicating that work discipline has a positive effect on employee productivity. In other words, a one-unit increase in work discipline is associated with a 0.273-unit increase in employee productivity, assuming that the other variables remain constant.
- The regression coefficient for communication is 0.171, indicating that communication has a positive effect on employee productivity. In other words, a one-unit increase in communication is associated with a 0.171-unit increase in employee productivity, assuming that the other variables remain constant.
- The regression coefficient for the work environment is 0.217, indicating that the work environment has a positive effect on employee productivity. In other words, a one-unit increase in the work environment is associated with a 0.217-unit increase in employee productivity, assuming that the other variables remain constant.

Referring to the results of the multiple linear regression analysis presented in Table 1, the coefficient of determination (R^2) was 0.556. This indicates that 55.6% of the variation in employee productivity can be explained by the independent variables, namely job satisfaction, work discipline, communication, and the work environment, while the remaining 44.4% is explained by other factors not included in this study, such as education, skills, technology, work engagement, workload, and other relevant factors.

In this study, the sample consisted of 67 respondents, and the total number of variables (k) was 5. At a 95% confidence level ($\alpha = 0.05$) with degrees of freedom of $(k - 1) = 4$ and $(n - k) = 62$, the critical F-value (F-table) was 2.52. The F-test results showed that the calculated F-value ($F = 19.391$) was greater than the critical F-value ($19.391 > 2.52$). These findings indicate that the regression model is statistically significant and fit for estimating the population, demonstrating that the proposed research model satisfies the goodness-of-fit criterion.

Based on the t-test results, the calculated t-value was greater than the critical t-value ($5.127 > 1.99897$), with a significance value lower than 0.05 ($0.000 < 0.05$). These findings indicate that job satisfaction has a positive and significant effect on employee productivity at Setyo Mulyo Group. The positive relationship suggests that higher levels of job satisfaction are associated with higher employee productivity. This finding is consistent with previous studies by Farina and Ronauli (2022), Simbolon (2021), and Zulfi and Herfianti (2024), which also reported a positive and significant effect of job satisfaction on employee productivity. Based on the questionnaire results, the indicator with the highest mean score was high work morale, indicating that employees' enthusiasm for their work plays an important role in improving productivity at Setyo Mulyo Group.

Based on the t-test results, the calculated t-value was greater than the critical t-value ($4.633 > 1.99897$), with a significance value below 0.05 ($0.000 < 0.05$). These findings indicate that work discipline has a positive and significant effect on employee productivity at Setyo Mulyo Group. This positive relationship suggests that better work discipline leads to higher employee productivity. The finding is consistent with previous studies by Septiady and Setiadi (2022), Fauzia et al. (2020), Saksono (2019), and Saputra et al. (2024), which demonstrated that work discipline positively and significantly affects employee productivity. Based on the questionnaire results, punctuality received the highest mean score, suggesting that employees' adherence to working hours contributes substantially to improving productivity.

Based on the t-test results, the calculated t-value was greater than the critical t-value ($4.164 > 1.99897$), with a significance value below 0.05 ($0.000 < 0.05$). These findings indicate that communication has a positive and significant effect on employee productivity at Setyo Mulyo Group. This result implies that more effective communication is associated with higher employee productivity. The finding supports previous studies by Prihatin (2022) and Indrajaya (2023), which found that communication has a positive and significant influence on employee productivity. Based on the questionnaire results, openness obtained the highest mean score, indicating that transparent communication between employees and management facilitates effective coordination and enhances employee productivity.

Based on the t-test results, the calculated t-value was greater than the critical t-value ($4.426 > 1.99897$), with a significance value below 0.05 ($0.000 < 0.05$). These findings indicate that the work environment has a positive and significant effect on employee productivity at Setyo Mulyo Group. This positive relationship suggests that a better work environment leads to higher employee productivity. The finding is consistent with previous studies by Setiawan and Nuridin (2021), Fajar et al. (2024), Kimsry et al. (2024), Ramadhan and Agustin (2021), and Djazilan and Arifin (2022), which also reported a positive and significant effect of the work environment on employee productivity. Based on the questionnaire results, relationships among coworkers received the highest mean score, indicating that harmonious interpersonal relationships create a supportive work environment that enhances employee productivity.

5. Conclusion

This study demonstrates that employee productivity is significantly influenced by job satisfaction, work discipline, communication, and the work environment. These findings are consistent with human resource management theory, which emphasizes the importance of individual and organizational factors in

enhancing employee productivity. The results indicate that improving job satisfaction, strengthening work discipline, promoting effective communication, and creating a supportive work environment can significantly increase employee productivity. Furthermore, the study reveals that these factors play an essential role in encouraging employees to work more effectively and efficiently, thereby supporting the achievement of organizational goals at Setyo Mulyo Group.

6. Referensi

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