

The Influence of Compensation, Workload, Work Environment, and Leadership on Employee Work Productivity at PT Surya Madistrindo

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Employee productivity is a crucial factor in achieving organizational effectiveness and competitiveness and is influenced by various organizational and managerial factors. This study aims to analyze the effects of compensation, workload, work environment, and leadership on the work productivity of employees at PT Surya Madistrindo. This research employed a quantitative approach with a population of 90 employees of PT Surya Madistrindo. A total of 79 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 compensation, work environment, and leadership have a positive and significant effect on employee work productivity, while workload has a negative and significant effect on employee work productivity. Simultaneously, all independent variables significantly influence employee work productivity. These four independent variables explain 52.4% of the variation in employee productivity, while the remaining 47.6% is influenced by other factors outside the scope of this study. The findings suggest that improving compensation systems, creating a supportive work environment, strengthening effective leadership, and managing employee workload appropriately are essential for enhancing employee productivity. Therefore, the management of PT Surya Madistrindo should implement integrated human resource management strategies that focus on employee welfare, effective leadership, workload optimization, and the development of a conducive work environment to improve organizational performance. The findings of this study are expected to serve as a valuable reference for company management and future researchers in developing strategies to enhance employee productivity.

Keywords: Compensation, Workload, Work Environment, Leadership, Work Productivity.

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1. Introduction

Human resources are strategic assets that play a fundamental role in determining an organization's ability to achieve its goals. According to Kurniawan and Sinarti (2021), organizational success depends largely on effective human resource management, as employees are responsible for implementing organizational systems and achieving predetermined objectives. Similarly, Takwin and Wulandisari (2024) argued that human resources represent the knowledge, skills, and competencies possessed by individuals that contribute significantly to organizational performance. One of the most important indicators of effective human resource management is employee work productivity, which reflects employees' ability to produce optimal outputs efficiently and in accordance with organizational targets. Therefore, maintaining and

improving employee productivity is essential for enhancing organizational competitiveness and long-term sustainability.

PT Surya Madistrindo, a company engaged in the distribution of consumer goods, also faces challenges in maintaining employee work productivity. Based on the company's sales performance data from February to December 2025, the realization of sales consistently declined after March and failed to achieve the predetermined sales target of 100 million units in the remaining months. The average sales achievement reached only 82.18% of the company's target, indicating a substantial decline in organizational performance. This condition suggests that employee productivity may not yet be optimal and highlights the need to identify organizational factors that influence employee performance.

The results of a preliminary survey conducted among 30 employees further support this indication. The survey revealed that only 23% of respondents perceived the compensation they received as appropriate for their work, 20% believed that their workload was manageable, 16% considered the work environment supportive of productivity, and 30% agreed that their supervisors provided effective guidance and leadership. According to Sugiyono (2023), a minimum of 30 respondents in a preliminary survey is sufficient to obtain measurement results that approximate a normal distribution. These findings indicate that compensation, workload, work environment, and leadership remain important issues that may influence employee productivity and therefore deserve further empirical investigation.

In addition to the organizational phenomenon, previous studies have reported inconsistent findings regarding the determinants of employee productivity. Several studies found that compensation, work environment, and leadership positively influence employee productivity, whereas other studies reported insignificant relationships. Likewise, workload has been reported to have either a significant negative effect or no significant effect on employee productivity. These inconsistent findings indicate the existence of a research gap that warrants further investigation, particularly within the context of PT Surya Madistrindo.

Based on the company's declining sales performance, the preliminary survey results indicating relatively low employee perceptions of compensation, workload, work environment, and leadership, as well as the inconsistencies identified in previous empirical studies, this study investigates the effects of compensation, workload, work environment, and leadership on employee work productivity at PT Surya Madistrindo. Specifically, this study aims to examine the individual and simultaneous effects of these four variables on employee productivity. The findings are expected to enrich the human resource management literature and provide practical recommendations for company management in developing effective strategies to improve employee productivity and organizational performance.

2. Literature Review And Problem Statement

According to Pratiwi et al. (2025), work productivity is defined as employees' ability to produce outputs by utilizing available resources efficiently and effectively in accordance with organizational standards and objectives. Wulandari et al. (2024) further explained that work productivity reflects employees' continuous efforts to improve their performance and achieve better results over time.

According to Fatimah et al. (2024), compensation is one of the strategic instruments used by organizations to motivate employees and encourage them to assume greater responsibility for their work.

A study conducted by Putri and Yani (2024) found that compensation has a positive and significant effect on employee work productivity. However, Takwin and Wulandisari (2024) reported that compensation does not have a significant effect on employee work productivity.

According to Apriliana et al. (2026), workload refers to employees' perceptions of the amount of work that must be completed within a specified period and their ability to cope with job demands. Pratama (2024) found that workload has a negative and significant effect on employee work productivity. In contrast, Rukhviyanti (2023) reported that workload does not have a significant effect on employee work productivity.

According to Aghni et al. (2023), the work environment comprises all physical and non-physical conditions surrounding employees while performing their duties, including workplace facilities, work methods, and interpersonal relationships, all of which may influence productivity. A study by Amuntai, Bukhori, and Ruspitasari (2024) found that the work environment has a positive and significant effect on employee work productivity. However, Kurniawan and Rimas (2021) concluded that the work environment does not have a significant effect on employee work productivity.

According to Arsaktianca et al. (2024), leadership is the process through which leaders influence employees to work cooperatively and productively toward achieving organizational goals. Sembiring and Indrawati (2020) further emphasized that leadership is a critical organizational element because effective leaders are capable of motivating employees and fostering a positive organizational climate. Chairy (2022) found that leadership has a positive and significant effect on employee work productivity. Conversely, Rahmawati (2020) reported that leadership does not have a significant effect on employee work productivity.

Based on the phenomenon that PT Surya Madistrindo failed to achieve its sales targets from April to December 2025, with an average sales realization of only 82.18% of the company's predetermined target, there is an indication that employee work productivity has not yet reached an optimal level. This condition is further supported by the preliminary survey, which revealed relatively low employee perceptions regarding compensation (23%), manageable workload (20%), supportive work environment (16%), and effective leadership (30%). These findings indicate the need to identify the factors affecting employee work productivity so that the company can formulate appropriate human resource management strategies to improve organizational performance. Therefore, this study is designed to examine whether compensation, workload, work environment, and leadership significantly influence the work productivity of employees at PT Surya Madistrindo.

3. Method

This study employed a quantitative research approach. Data were collected using a questionnaire as the primary research instrument, with primary data obtained directly from the respondents. The research was conducted at PT Surya Madistrindo, located in Banyumas Regency, Central Java, Indonesia. The population consisted of all employees of PT Surya Madistrindo from various departments, totaling 90 employees. The sample size was initially 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 74 respondents. Using proportionate stratified random sampling, the final sample was increased to 79 respondents to ensure proportional representation across all departments within PT Surya Madistrindo.

Work productivity is defined as a mental attitude reflecting the belief that today's performance should be better than yesterday's and tomorrow's performance should surpass today's achievements (Rukhviyanti, 2023). In this study, work productivity is measured using the indicators proposed by Rukhviyanti (2023), namely ability, improvement of work results, work enthusiasm, self-development, quality, and efficiency.

Compensation is defined as all forms of financial and non-financial rewards provided by an organization to employees in return for their contributions and services (Simamora, 2017). In this study, compensation is measured using the indicators proposed by Simamora (2017), namely salary, incentives, allowances, and facilities.

Workload is defined as the process of determining the amount of working time allocated and required for employees to complete specific tasks within a particular period (Alfian, 2025). In this study, workload is measured using the indicators proposed by Alfian (2025), namely working conditions, utilization of working time, and performance targets.

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

Leadership is defined as an individual's ability and willingness to influence, guide, motivate, direct, and mobilize others toward achieving organizational goals (Sunyoto, 2021). In this study, leadership is measured using the indicators proposed by Sunyoto (2021), namely communication, motivation, leadership ability, decision-making, and the positive use of authority.

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 evaluated using classical assumption tests, including the normality test based on the Kolmogorov–Smirnov test, the multicollinearity test using the Variance Inflation Factor (VIF), and the heteroscedasticity test using the Glejser test to ensure that the regression model satisfied the assumptions of the Best Linear Unbiased Estimator (BLUE) (Suliyanto, 2011). The coefficient of determination (R^2) was used to measure the explanatory power of the independent variables in explaining variations in employee work productivity. The overall model fit was then evaluated using the

F-test (goodness-of-fit test) to examine the simultaneous effect of compensation, workload, work environment, and leadership on employee work productivity. Finally, the hypotheses were tested using the t-test to examine the partial effect of each independent variable on employee work productivity at a significance level of 5% ($\alpha = 0,05$).

4. Results And Discussion

Multiple linear regression analysis was employed to examine the effects of the independent variables, namely compensation (X_1), workload (X_2), work environment (X_3), and leadership (X_4), on the dependent variable, employee work productivity (Y), both simultaneously and partially. This analysis was also used to determine the magnitude and direction of the influence of each independent variable on employee work productivity. The multiple linear regression analysis was performed using IBM SPSS Statistics version 26. The results of the analysis are presented in the following table 1.

Table 1. Multiple Linear Regression Analysis Result

No	Variable	Coefficient (β)	Std.Error	t-stat	t-table	Sig.
1	(Constant)	13.312	1.776	7.496	1.99254	0.000
2	Compensation	0.352	0.074	4.740	1.99254	0.000
3	Workload	-0.564	0.098	-5.727	1.99254	0.000
4	Work Environment	0.296	0.076	3.916	1.99254	0.000
5	Leadership	0.219	0.058	3.754	1.99254	0.000
F-stat= 20.376		$R^2 = 0.524$				
Sig. = 0.000		Adj. $R^2 = 0.498$				

Based on the results of the multiple linear regression analysis, the following regression equation was obtained: $Y = 13.312 + 0.352X_1 - 0.564X_2 + 0.296X_3 + 0.219X_4$. The regression equation can be interpreted as follows:

- The constant value of 13.312 indicates that when the values of compensation, workload, work environment, and leadership are equal to zero, the level of employee work productivity at PT Surya Madistrindo is 13.312.
- The regression coefficient for compensation is 0.352, indicating that compensation has a positive effect on employee work productivity. In other words, a one-unit increase in compensation is associated with a 0.352-unit increase in employee work productivity, assuming that the other variables remain constant.
- The regression coefficient for workload is -0.564, indicating that workload has a negative effect on employee work productivity. In other words, a one-unit increase in workload is associated with a 0.564-unit decrease in employee work productivity, assuming that the other variables remain constant.
- The regression coefficient for the work environment is 0.296, indicating that the work environment has a positive effect on employee work productivity. In other words, a one-unit increase in the work environment is associated with a 0.296-unit increase in employee work productivity, assuming that the other variables remain constant.

- e. The regression coefficient for leadership is 0.219, indicating that leadership has a positive effect on employee work productivity. In other words, a one-unit increase in leadership is associated with a 0.219-unit increase in employee work 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 0.524. This indicates that 52.4% of the variation in employee work productivity can be explained by the independent variables, namely compensation, workload, work environment, and leadership, while the remaining 47.6% is explained by other factors not included in this study, such as motivation, work enthusiasm, competence, organizational culture, and other relevant factors.

The F-test was conducted to evaluate the overall significance and goodness-of-fit of the proposed regression model. This study involved 79 respondents and included five variables in the regression model. At a significance level of 5% ($\alpha = 0.05$), the degrees of freedom were 4 ($k - 1$) and 74 ($n - k$), resulting in a critical F-value of 2.495. The analysis produced an F-value of 20.379, which exceeded the critical value ($20.379 > 2.495$). Therefore, the null hypothesis was rejected, indicating that the regression model is statistically significant and adequately explains the relationship between compensation, workload, work environment, leadership, and employee work productivity. These results confirm that the proposed model meets the goodness-of-fit requirement and is suitable for hypothesis testing.

The results of the t-test revealed that the calculated t-value for compensation exceeded the critical t-value ($4.740 > 1.99254$), with a significance level below 0.05 ($0.000 < 0.05$). These results confirm that compensation has a positive and statistically significant effect on employee work productivity at PT Surya Madistrindo. This finding suggests that improving the compensation system is likely to enhance employees' productivity. The result is consistent with previous studies conducted by Putri and Yani (2024), Tirtana (2023), and Affia (2026), all of which reported a positive and significant relationship between compensation and employee work productivity. Based on the questionnaire responses, salary was identified as the indicator with the highest mean score, indicating that fair and appropriate compensation plays an important role in encouraging employees to perform more productively.

The t-test results also showed that workload has a negative and statistically significant effect on employee work productivity, as indicated by the calculated t-value being lower than the negative critical t-value ($-5.727 < -1.99254$) and a significance value below 0.05 ($0.000 < 0.05$). These findings imply that excessive workload tends to reduce employee productivity, whereas a more balanced workload can improve employee performance. This result is consistent with the findings of Pratama (2024) and Alfian (2025), who also reported that workload has a negative and significant effect on employee work productivity. Based on the questionnaire results, working conditions obtained the highest mean score, suggesting that employees' perceptions of their workload are strongly influenced by the nature and conditions of the work they perform.

The analysis further demonstrated that the work environment has a positive and statistically significant effect on employee work productivity, with a calculated t-value greater than the critical t-value ($3.916 > 1.99254$) and a significance level below 0.05 ($0.000 < 0.05$). These findings indicate that a more supportive work environment contributes to higher employee productivity. This result is in line with previous studies by Amuntai et al. (2024), Setiawan and Nuridin (2021), and Ramadhan and Agustin

(2017), which also found a positive and significant relationship between the work environment and employee work productivity. Based on the questionnaire responses, the work atmosphere achieved the highest mean score, suggesting that a comfortable and conducive working environment plays a substantial role in improving employees' productivity.

The findings also indicate that leadership has a positive and statistically significant effect on employee work productivity. The calculated t-value was greater than the critical t-value ($3.754 > 1.99254$), while the significance value was below the 0.05 threshold ($0.000 < 0.05$). These results suggest that improvements in leadership practices are associated with higher levels of employee productivity. The finding supports previous studies conducted by Djazilan and Arifin (2022), Yusuf (2022), Septiady (2022), Maulana (2023), Asrama (2021), and Chairy (2022), all of which concluded that leadership has a positive and significant influence on employee work productivity. Based on the questionnaire results, communication was the indicator with the highest mean score, indicating that leaders who communicate effectively with their subordinates can foster higher employee productivity.

5. Conclusion

The findings of this study indicate that employee work productivity is significantly affected by compensation, workload, work environment, and leadership. These results support the human resource management perspective, which suggests that both organizational practices and managerial factors are critical determinants of employee performance. The study shows that providing fair compensation, maintaining a manageable workload, fostering a conducive work environment, and practicing effective leadership can substantially improve employee work productivity. Moreover, the findings highlight that these factors contribute to enhancing employees' motivation, efficiency, and overall job performance, thereby enabling PT Surya Madistrindo to achieve its organizational objectives more effectively.

6. References

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