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Work Environment and Compensation as Drivers of Productivity

The Role of Work Discipline as a Mediator

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ABSTRACT

The establishment of a company or government institution is inherently guided by specific organizational objectives that require collective and coordinated efforts. Achieving these objectives depends heavily on the competence of human resources, with employee performance often evaluated through their work productivity. Productive employees demonstrate both efficiency and effectiveness in executing their responsibilities. Work productivity is shaped by various internal and external factors, including the work environment, compensation, motivation, and work discipline. This study aims to examine the mediating role of work discipline in the relationship between the work environment and compensation on employee productivity. A quantitative, explanatory research design was employed. The study population comprised all 90 employees of the Department of Public Works, Housing, and Settlement Areas of Bantul Regency. Given the manageable population size, a total sampling (census) technique was used. Data were collected through a structured, self-administered questionnaire and analyzed using multiple linear regression and mediation analysis via the Sobel test, processed with SPSS version 25. The results indicate that both the work environment and compensation have a positive and significant effect on employee productivity. Additionally, these variables significantly influence work discipline, which itself has a significant positive impact on productivity. The analysis also confirms that work discipline significantly mediates the relationship between both the work environment and compensation and work productivity. The findings support all proposed hypotheses, underscoring the

critical role of work discipline in enhancing employee performance through conducive work conditions and appropriate compensation.

Keywords
Compensation
Discipline
Productivity
Work Environment

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Introduction

The establishment and sustainability of a company or organization must be grounded in a long-term vision to grow, adapt, and enhance overall performance, especially in terms of labor productivity. In today's highly competitive environment, organizations are expected not only to survive but also to thrive and demonstrate continuous improvement in efficiency and effectiveness [1]. One of the most strategic assets to realize this vision is human resources. Human resources play a pivotal role in determining the success or failure of organizational objectives. Therefore, the management and development of human capital are central to achieving optimal work productivity.

Human resource management (HRM) serves as a vital function in aligning employee performance with organizational goals. It aims to recruit, develop, retain, and maximize the potential of employees to ensure high levels of productivity. The productivity of employees is often seen as a reflection of their competence, motivation, work ethics, and adaptability to workplace conditions. In other words, productive employees are those who are able to perform their tasks effectively and efficiently while contributing positively to organizational development. Studies have consistently emphasized that the quality of human resources is closely linked to organizational performance and is reflected in the employees' output and work behavior [2],[3].

However, employee productivity does not occur in isolation. It is influenced by multiple internal and external factors, including but not limited to the work environment, compensation systems, motivation, leadership, and work discipline. Among these, the work environment and compensation are frequently highlighted as critical determinants. A conducive work environment—both physically and psychologically—can foster employee engagement, comfort, and morale, which ultimately improves performance [4]. Similarly, fair and competitive compensation serves as a form of recognition and motivation, encouraging employees to perform better and remain loyal to the organization [5].

Despite extensive research on individual factors influencing productivity, studies that explore the interaction between these variables—particularly the mediating role of work discipline—remain relatively limited. Many existing studies analyze the direct effects of the work environment or compensation on productivity but overlook the underlying mechanisms that may strengthen or weaken this relationship [6],[7]. This indicates a research gap that needs to be addressed, especially in public sector institutions where bureaucratic culture and employee discipline often differ from private organizations.

Work discipline, in this context, refers to an employee's commitment to organizational rules, punctuality, adherence to procedures, and overall work ethics [8],[9]. It is hypothesized that discipline can act as a mediating factor that enhances the positive effects of the work environment and compensation on productivity. Employees who perceive their work environment as supportive and receive fair compensation are more likely to exhibit strong work discipline, which in turn leads to higher productivity. However, empirical studies validating this mediating role—especially in regional government offices—are still sparse.

Given this background, this study aims to investigate the effect of the work environment and compensation on employee productivity, with a specific focus on the mediating role of work discipline. The research is conducted at the Department of Public Works, Housing, and Settlement Areas of Bantul Regency, a regional government agency responsible for essential public infrastructure and services. Understanding how work environment, compensation, and discipline interact to influence productivity in such a strategic institution is crucial not only for academic development but also for practical human resource policy formulation in the public sector.

The urgency of this study lies in the need for public institutions to enhance their service quality and organizational performance through strategic HR interventions, especially amid increasing public demands and limited resources. By identifying key factors that influence employee productivity, and understanding how work discipline mediates these relationships, this study contributes to both theoretical and practical knowledge. It also offers actionable insights for improving employee management strategies, fostering a more disciplined and productive public workforce.

Literature Review

A. Work Environment

The employee's work environment is defined as all physical and non-physical aspects of the workplace that are around when carrying out their work and which can affect the employee's performance [10]. The work environment is everything that is around an employee that can affect the ability of an employee to perform the assigned tasks [11]. The work

environment can be interpreted to include everything that is around workers and related to their daily work activities.

B. Compensation

Compensation is something that employees receive in return for their performance in carrying out their responsibilities. Compensation can be said to be something that employees receive in return for what they have given to the company. Compensation is a form of reward from the company for the services provided by its employees, both financial and non-financial [12]. Compensation is divided into two, namely financial compensation (direct and indirect financial compensation) and non-financial.

C. Work Discipline

Work discipline is the use of self-control to enforce the policies of an organization or company [13]. Discipline is a person's awareness and willingness to follow company regulations and social norms in general [14]. Discipline comes from Latin which means educating and training to obtain polite behavior. Discipline in this case is defined as an attitude that arises in a person who is bound to a job. Work discipline means being consistent, following the rules and being responsible for the tasks assigned. Work discipline values also grow and develop successfully when the environment is supportive such as consistent treatment from parents, teachers or leaders [15],[16].

D. Work Productivity

Productivity is the increase in the ratio between the amount of resources used (inputs) and the amount of goods and services produced [17]. Productivity measures how efficiently a company converts resources into useful results. Productivity refers to the efficient use of resources to achieve desired results. The process of improving productivity may include the use of more advanced technology, improved labor skills, more efficient management of resources or innovations in production methods. Productivity improvement increases the amount of output or work achieved per unit of time or per resource.

E. Conceptual Framework and Hypotheses

The conceptual framework illustrates the relationships among three main variables: Work Environment (X1), Compensation (X2), and Work Productivity (Z), with Work Discipline (Y) acting as a mediating variable. This framework supports the hypothesis that both the work environment and compensation not only directly enhance productivity but also do so indirectly by improving work discipline, which in turn boosts productivity.

The work environment has a significant effect on work productivity [18]. While in other journals it is concluded that the work environment has a positive and significant effect on work productivity [2]. Based on the description above, the hypothesis in this study can be formulated as follows:

H1: It is suspected that the work environment affects the work productivity of employees of the Public Works & Housing Office of Bantul Regency.

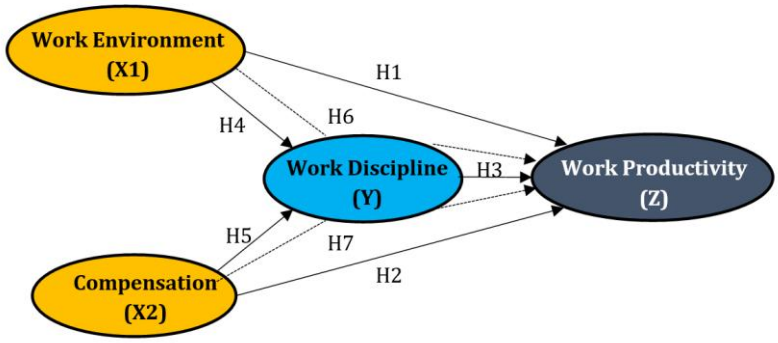


Fig. 1. Mixue promotion material

The compensation variable has a positive and significant effect on the work productivity of employees of the Padang City Market Office [19]. Meanwhile, another journal shows that compensation partially affects employee productivity at the Bima Regency Social Service [20]. Based on the description above, the hypothesis in this study can be formulated as follows:

H2: It is suspected that compensation affects the work productivity of employees of the Public Works & Housing Office of Bantul Regency.

There is a very strong and significant influence between the work environment and work discipline [21]. Meanwhile, in another journal it was concluded that the physical work environment has a positive and significant effect on employee work discipline [22]. Based on the description above, the hypothesis in this study can be formulated as follows:

H3: It is suspected that the work environment affects the work discipline of employees of the Public Works & Housing Office of Bantul Regency.

Compensation has a positive and significant effect on employee work discipline [23]. Meanwhile, another journal shows that compensation has a positive effect on work discipline [24]. Based on the description above, the hypothesis in this study can be formulated as follows:

H4: It is suspected that compensation affects the work discipline of employees of the Public Works & Housing Office of Bantul Regency.

Work discipline partially has a significant effect on employee productivity at the Banda Aceh City Public Works and Spatial Planning Office [25]. While in other journals it is concluded that there is a significant and partial influence of Work Discipline on Employee Productivity at the Public Works Office (PU) of Bima Regency [26]. Based on the description above, the hypothesis in this study can be formulated as follows:

H5: It is suspected that work discipline affects the work productivity of employees of the Public Works & Housing Office of Bantul Regency.

The journal concluded that work discipline is able to mediate the influence of the work environment on employee work productivity [27]. Based on the description above, the hypothesis in this study can be formulated as follows:

H6: It is suspected that work discipline mediates the effect of work environment on employee productivity at the Public Works & Housing Office of Bantul Regency.

The journal concluded that compensation has a positive and significant effect on employee productivity through work discipline [28]. Based on the description above, the hypothesis in this study can be formulated as follows:

H7: It is suspected that work discipline mediates the effect of compensation on employee productivity at the Public Works & Housing Office of Bantul Regency.

Methods

This research uses a quantitative approach, where the data used is primary data. In this study, primary data was collected by distributing questionnaires. A questionnaire is a data collection method that asks respondents to provide a series of questions or written responses. To measure respondents' perceptions, a Likert scale was used in this study.

Population generally refers to an area consisting of objects that have certain characteristics or characteristics determined by the researcher to be studied, then a conclusion is made. In this study, the population was all employees of the Public Works Office of Housing and Settlement Areas of Bantul Regency, totaling 90 people. Meanwhile, the sample is part of the population to be studied. In this study, the sampling technique used was a census or saturated sample. Saturated sample is a sampling technique if all members of the population are used as samples.

Results

A. Normality Test

In this study, the normality test was used with the Kolmogrov-Smirnov method. According to Ghozali [29] the data can be said to be normally distributed if the probability number is greater than 0.05. In the normality test using the Kolmogrov-Smirnov method, the probability number can be seen in the Asymp Sig (2-tailed) value. From the test results it can be seen that the Asymp.Sig (2-tailed) value is 0.200. Which means that the significance value is greater than 0.05. So it can be interpreted that the data used is normally distributed.

B. Multicollinearity Test

To see whether there is multicollinearity can be seen from the tolerance and VIF values. According to Ghozali [29] if the tolerance value is greater than 0.10 and the VIF value is less than 10.0, the regression model is said to be free of multicollinearity. From the research results, it can be seen that the tolerance value of the independent variables in this study is 0.473 for the work environment variable and 0.359 for the compensation variable. While the VIF value for the work environment variable is 2.112 and 2.782 for the compensation variable. Which means that the tolerance value is greater than 0.10 and the VIF value is less than 10.0. This shows that there are no multicollinearity symptoms in this study.

Table 1. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		32
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.81612528
Most Extreme Differences	Absolute	.103
	Positive	.092
	Negative	-.103
Test Statistic		.103
Asymp. Sig. (2-tailed)		.200[c,d]

C. Heteroscedasticity Test

The heteroscedasticity test in this study uses the Glesger test method. To see the symptoms of heteroscedasticity can be seen from the significance value, according to Ghozali [28] if the significance value is greater than 0.05 then there are no symptoms of heteroscedasticity. From the results of the study it can be seen that the significance value of the independent variables in this study is 0.057 for the work environment variable and 0.164 for the compensation variable. Which means that the significance value of the independent variable is greater than 0.05. This shows that there are no symptoms of heteroscedasticity in this study.

D. T-test

The significance level used is 0.05. Hypothesis acceptance criteria according to [6] if t count> t table and significance value <0.05 then Ho is rejected and Ha is accepted. The following are the results of the T test.

1. Work environment on work productivity

   A significance value of 0.029 was obtained, so the significance value <0.05. While the calculated t value obtained is 2.290 and the t table value is 2.042, so the calculated t value> t table is 2.290> 2.042. Which means that the work environment variable has a positive and significant effect on the work productivity variable.

2. Compensation on work productivity

   The significance value obtained is 0.001, so the significance value <0.05. While the calculated t value obtained is 5.054 and the t table value is 2.042, so the calculated t value> t table is 5.054> 2.042. Which means that the compensation variable has a positive and significant effect on the work productivity variable.

3. Work discipline on work productivity

   The significance value obtained is 0.001, so the significance value <0.05. While the t value obtained is 9.687 and the t table value is 2.042, so the t value> t table is 9.687> 2.042. Which means that the work discipline variable has a positive and significant effect on the work productivity variable.

Table 2. T-test concerning Work Productivity

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.212	5.877		3.099	.004
	Work Environment	.338	.148	.386	2.290	.029
	Compensation	.565	.112	.678	5.054	.001
	Work Discipline	.723	.075	.870	9.687	.001
a. Dependent Variable: Work Productivity						

4. Work environment on work discipline

A significance value of 0.001 was obtained, so the significance value <0.05. While the t value obtained is 3.526 and the t table value is 2.042. So that the value of t count> t table is 3.526> 2.042. Which means that the work environment variable has a positive and significant effect on the work discipline variable.

5. Compensation on work discipline

A significance value of 0.001 was obtained, so the significance value <0.05. While the t value obtained is 5.103 and the t table value is 2.042. So that the value of t count> t table is 5.103> 2.042. Which means that the compensation variable has a positive and significant effect on the work discipline variable.

Table 3. T-test concerning Work Discipline

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.491	6.447		2.093	.045
	Work Environment	.571	.162	.541	3.526	.001
	Compensation	.683	.134	.682	5.103	.001
a. Dependent Variable: Work Discipline						

E. Test Coefficient of Determination (R2)

The results of the coefficient of determination test obtained an Adjusted R Square value of 0.816 which indicates that the work environment, compensation and work discipline variables are able to explain the work productivity variable by 81.6%. While the remaining 18.4% is explained by other variables not in this study.

Table 4. Items for Measuring Employee Loyalty

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903[a]	.816	.796	1.68257

F. Process Analysis

1. Work discipline mediates the effect of work environment on work productivity

From the test results, the result is 0.0777 for the BootLCI value while for the BootULCI value the result is 0.9734. These results show that the range of BootLCI and BootULCI values does not include the value of zero (0), so it can be concluded that there is a significant indirect effect.

Table 5. Items for Measuring Employee Loyalty

Indirect effect(s) of X on Y				
	Effect	BootSE	BootLLCI	BootULCI
Total_Z	.5071	.2348	.0777	.9734
Completely standardized indirect effect(s) of X on Y				
	Effect	BootSE	BootLLCI	BootULCI
Total_Z	.4544	.1590	.0849	.7090

2. Work discipline mediates the effect of compensation on work productivity

From the research results, the result is 0.1068 for the BootLCI value while for the BootLCI value the result is 0.6607. These results show that the range of BootLCI and BootULCI values does not include the value of zero (0), so it can be concluded that there is a significant indirect effect.

Table 6. Items for Measuring Employee Loyalty

Indirect effect(s) of X on Y				
	Effect	BootSE	BootLLCI	BootULCI
Total_Z	.4534	.1469	.1068	.6607
Completely standardized indirect effect(s) of X on Y				
	Effect	BootSE	BootLLCI	BootULCI
Total_Z	.4957	.1406	.1572	.6933

Discussion

The purpose of this study was to examine the direct and indirect effects of the work environment and compensation on employee work productivity, with work discipline as a mediating variable. The findings confirm that all hypothesized relationships are statistically significant, offering empirical support to several foundational theories in human resource management and organizational behavior.

The results demonstrate that the work environment has a positive and significant effect on employee productivity (t = 2.290, p = 0.029). This finding aligns with the Herzberg Two-Factor Theory, which identifies working conditions as a hygiene factor that, when adequate, can prevent dissatisfaction and indirectly promote better performance. A supportive work

environment contributes to employee satisfaction, minimizes distractions, and enhances focus and motivation, ultimately leading to increased productivity. This is also supported by the Job Demands-Resources (JD-R) Model, which suggests that job resources—such as a positive work environment—can foster employee engagement and performance [30]-[32].

Compensation was also found to have a significant positive effect on productivity ($t = 5.054$, $p = 0.001$), indicating that appropriate and fair remuneration motivates employees to work more effectively. This is consistent with Vroom's Expectancy Theory, which posits that individuals are motivated when they perceive that their effort will lead to good performance and that this performance will be rewarded. Moreover, this aligns with Maslow's Hierarchy of Needs, where financial compensation is essential for satisfying physiological and safety needs, which form the foundation for higher-level motivation and self-actualization at work [33],[34].

Work discipline emerged as a strong predictor of productivity ($t = 9.687$, $p = 0.001$), with the highest standardized beta coefficient ($\beta = 0.870$), indicating that it plays a crucial role in driving employee performance. This supports the theory of Organizational Commitment , which emphasizes that employees who are committed and disciplined are more likely to align their behavior with organizational goals [35],[36]. Discipline ensures punctuality, task completion, and compliance with work standards, all of which are key to enhancing productivity.

The positive and significant relationship between work environment and work discipline ($t = 3.526$, $p = 0.001$) suggests that a well-structured and supportive workplace can foster a culture of discipline. According to Social Learning Theory, behavior is influenced by the environment; a structured environment with clear expectations and support systems can promote disciplined behavior among employees [37],[38].

Similarly, compensation was found to significantly affect work discipline ($t = 5.103$, $p = 0.001$). This is aligned with Equity Theory (Adams, 1965), which posits that when employees perceive that they are being fairly compensated, they are more likely to behave in ways that align with organizational expectations—including exhibiting disciplined behavior. Fair and transparent compensation creates a sense of justice and responsibility, which enhances employees' adherence to rules and standards.

The mediation analysis confirmed that work discipline significantly mediates both the effect of the work environment and compensation on work productivity. For the work environment, the indirect effect is significant as the BootLLCI and BootULCI values (0.0777 to 0.9734) do not include zero. For compensation, the indirect effect is similarly significant, with BootLLCI and BootULCI values ranging from 0.1068 to 0.6607. This provides empirical evidence for the Stimulus-Organism-Response (SOR) Theory, which explains how

environmental stimuli (work environment, compensation) influence internal states (discipline), leading to behavioral outcomes (productivity) [39].

These findings also support mediated models of organizational performance, where workplace interventions (such as better environments and incentive systems) influence outcomes not only directly but also through changes in employee attitudes and behaviors, such as increased discipline.

The high adjusted R^2 value (0.816) indicates that 81.6% of the variance in work productivity can be explained by the combined effects of work environment, compensation, and work discipline. This underscores the substantial explanatory power of these variables and reinforces the importance of comprehensive HR strategies that consider both environmental and behavioral factors.

The findings suggest that public sector institutions like the Department of Public Works, Housing, and Settlement Areas in Bantul Regency can significantly improve employee productivity by creating a supportive work environment, implementing fair compensation systems, and fostering strong work discipline. These insights are critical in developing human resource policies that enhance performance in the public sector, where productivity challenges are often more systemic and culturally embedded.

Conclusion

Based on the results of this study, it can be concluded that both the work environment and compensation have a significant and positive impact on employee work productivity. A supportive and conducive work environment contributes to higher levels of productivity, indicating that improvements in physical and psychological work conditions can enhance employee performance. Similarly, fair and motivating compensation positively influences productivity, reflecting the importance of adequate financial rewards in encouraging employee effort and commitment. Furthermore, the work environment and compensation also significantly affect work discipline, suggesting that a structured and well-supported workplace, along with appropriate compensation, fosters a culture of discipline among employees. In turn, work discipline itself plays a crucial role in enhancing productivity, highlighting its function as a key behavioral factor that drives performance outcomes. Importantly, work discipline is also found to mediate the relationship between both the work environment and compensation on productivity. This mediation effect implies that while the work environment and compensation directly impact productivity, their influence is further strengthened when employees exhibit high levels of discipline. These findings emphasize the importance of holistic human resource strategies that integrate environmental, financial, and behavioral components to improve employee performance effectively.

Conflict of Interest

The authors declare that there is no conflict of interest.

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