



RESEARCH ARTICLE

Compensation and Motivation as Determinant Bases of Employee Work Productivity

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Abstract

The purpose of this research was to analyze and examine factors that may influence employee work productivity at CV Klaten Energy. These factors include compensation and motivation. This research employed a quantitative method with regression analysis. Data were collected using an online questionnaire distributed to CV Klaten Energy production employees. The research population consisted of 58 CV Klaten Energy production employees. The sample was saturated/census sampling. Data were analyzed using IBM SPSS version 26 and subjected to several tests, including validity, reliability, classical assumption testing, multiple linear regression analysis, and the coefficient of determination test. The results of this research indicate that compensation and motivation significantly influence employee productivity at CV Klaten Energy. Higher compensation and motivation provided by leaders can increase work productivity.

Keywords

Compensation; Motivation; Compensation; Work Productivity; Employees.

1 | INTRODUCTION

Employee potential must be fully utilized in the execution of their tasks to help the company achieve optimal business results. In today's competitive business environment, companies must focus on maximizing employee capabilities to stay ahead. Human resources are essential to driving the success and growth of any organization. Therefore, employees need to be equipped with the knowledge and skills required to perform their duties effectively. A workforce that is well-prepared and motivated contributes significantly to achieving organizational goals. With the right development, employees can adapt to changes, improve productivity, and make better decisions, all of which enhance overall performance. As businesses continue to face challenges in a rapidly evolving market, leveraging the full potential of their teams is crucial. Organizations that prioritize employee development foster loyalty and create a positive work environment, which ultimately translates into greater competitiveness and long-term success (Saputri & Wibowo, 2023).

Work productivity is one of the key indicators in assessing an organization's success in utilizing its resources, particularly human resources. Work productivity reflects the ability of employees to produce optimal output by effectively and efficiently utilizing available inputs. High work productivity indicates that employees are working at their maximum potential, allowing the organization to achieve its goals more effectively. Therefore, organizations need to manage and develop employee potential to ensure continuous improvement in productivity. According to Hasibuan (2017), work productivity is the ratio of the output achieved to the labor used within a specific period of time. The higher the output obtained compared to the resources used, the higher the level of employee work productivity. Productivity is not only related to the quantity of work produced but also to the quality of the output. Thus, work productivity can be defined as the ability of employees to produce work effectively and efficiently using available resources, thereby making an optimal contribution to the achievement of organizational goals. Employee productivity is influenced by factors such as compensation and motivation, which are provided by the organization and should be given serious attention. Similarly, the productivity of employees at CV Klaten Energy, which operates in the biodiesel industry, is also affected by various factors, including compensation and motivation. The company is involved in producing and selling biodiesel, collecting, processing, and purchasing crude palm oil, castor oil, used cooking oil (Waste Vegetable Oil), manufacturing and selling products that require biodiesel, collecting and processing by-products generated during biodiesel production, accepting oil-bearing plant seeds from farmers and plantation owners, and operating the biodiesel plant. In general, employee productivity is a ratio comparison between input and output. Employee productivity is fundamental, as much of a business's success is due to its hardworking employees with excellent productivity. Work productivity is an essential factor in creating a competitive and high-performance organization (Ramayanti et al., 2020).

In order to achieve success in a company, compensation is a factor that influences work productivity. Compensation is an important element for employees, as the amount of reward received typically reflects the contribution and results of their work for the organization. Compensation is provided as a form of recognition or reward for the time, effort, and energy employees have invested in supporting the company's progress (Putri & Supriadi, 2022). The forms of compensation offered by the company can include salary, bonuses, or other forms of recognition, all aimed at boosting employee morale and performance. Therefore, compensation should be a primary concern for the company, as employees tend to demonstrate better performance when they receive rewards that are fair and aligned with the contributions they make (Juned et al., 2022).

On the other hand, the level of work productivity is also influenced by the motivation employees have. Work motivation reflects the internal drive that encourages employees to perform their duties and responsibilities to the best of their ability. Within an organization, motivation acts as a driving force that propels employees to work harder and strive to meet the targets set by the organization (Syardi & Zati, 2021). In addition to leadership factors, motivation also affects the level of job satisfaction among employees, as motivation can encourage individuals to perform their tasks and responsibilities more effectively. Employee motivation often presents a complex issue within organizations. However, individuals are generally more easily motivated when their needs and expectations are met by the organization. This aligns with research findings showing that work productivity can increase when employees have high levels of motivation (Bahri et al., 2023; Mustakim & Yurnalis, 2022). With strong motivation, employees are driven to put in their best efforts and abilities to achieve the goals set by the organization (Madiistriyatno & Setiawan, 2021).

The aim of this research is to analyze the impact of various factors, specifically compensation and motivation, on the work productivity of employees at CV Klaten Energy. Understanding how these factors influence employee performance is crucial for the company's success. By examining compensation and motivation, this study seeks to uncover the ways in which these elements contribute to enhancing employee productivity. The results of this research will provide valuable insights into the most effective strategies for improving employee performance, which will ultimately help the company achieve its organizational goals and maintain a competitive edge in the industry.

2 | BACKGROUND THEORY

2.1 Compensation and Work Productivity

The relationship between compensation and employee work productivity is strongly linked as a cause-and-effect relationship. Proper compensation system planning is crucial for an organization as it can influence the level of employee commitment to the company. If the compensation system is not managed well, it can lead to dissatisfaction among employees, which may ultimately drive them to leave the company. On the other hand, adequate and fair compensation can increase job satisfaction, thereby promoting higher work productivity. For companies, the purpose of providing compensation includes rewarding employees for their performance and achievements, increasing work productivity, attracting quality talent, and maintaining employee loyalty to the organization. Additionally, compensation serves as a motivating factor that encourages employees to perform at their best. With proper compensation, employees have the opportunity to meet their living needs more effectively, motivating them to contribute their maximum effort. Therefore, companies must recognize that a fair and appropriate compensation system will enhance employees' interest in working and help retain them in the long term. Previous studies have shown that compensation has a positive and significant impact on employee work productivity. Providing appropriate compensation can increase job satisfaction and strengthen employee loyalty to the organization (Andriany, 2019; Puspitawati & Atmaja, 2020).

H1: Compensation has an impact on employee work productivity.

2.2 Motivation and Work Productivity

Employee work productivity is highly influenced by the level of motivation an individual has in performing their work. Productivity can be achieved when employees have a strong internal drive to work optimally. One indicator that can be used to assess work productivity is the employee's ability or production capacity. High production capacity is generally achieved when employees have strong work motivation. Therefore, work enthusiasm plays a crucial role in increasing organizational productivity (Yanthi & Wirasedana, 2021). Without adequate motivation, employees will struggle to meet the work targets set by the organization. This condition highlights the importance of the manager's role in providing encouragement or motivation to employees so they can perform their duties and responsibilities optimally. Employee productivity is significantly influenced by the motivation they possess. When work motivation is low, the organization will face difficulties in achieving its planned goals (Larasati & Gilang, 2016). Employees with high work motivation tend to show better enthusiasm and are able to complete tasks effectively and efficiently. High work motivation also encourages employees to perform their tasks to the fullest, resulting in more optimal performance. This condition ultimately contributes to improved employee productivity within the organization. Previous research has also shown that work motivation has a positive and significant relationship with employee work productivity. High motivation encourages effective cooperation within the organization, leading to increased work productivity (Hasbullah & Ramli, 2021; Putra et al., 2021).

H2: Work motivation affects employee work productivity.

3 | METHOD

This study utilizes a quantitative approach with regression analysis to explore the correlation between variables (Santoso & Madiistriyatno, 2021). In this research, the author employs primary data, which is information gathered directly from the respondents through the answers provided in the distributed questionnaires. The sampling method used in this study is the census method. The sample consists of all employees in the production division at CV Klaten Energy, totaling 58 individuals. These employees serve as the object of the study, and the data collected from them will be analyzed to assess the relationship between the variables in question.

The study examines two types of variables: independent and dependent variables. The independent variables, also known as exogenous variables, are Compensation (X1) and Work Motivation (X2). These factors are considered as predictors that may influence employee performance and productivity. Compensation refers to the rewards or benefits provided by the company, while work motivation reflects the internal drive that encourages employees to perform their tasks effectively. On the other hand, the dependent variable, or endogenous variable, is Work Productivity (Y). This variable represents the outcome that is influenced by both compensation and work motivation. The study aims to analyze how changes in compensation and motivation may lead to variations in employee productivity, providing insights into how these factors interact to impact organizational performance.

Once the data is collected, it will be analyzed using SPSS 26 for Windows, a statistical software package that allows for detailed statistical analysis. Several analytical methods will be applied in this research, including validity testing, reliability testing, classical assumption tests, multiple linear regression analysis, and the coefficient of

determination test. The validity test ensures that the measurement instruments used in the study are accurate and truly measure what they intend to measure. Reliability testing will help confirm the consistency and stability of the results obtained from the sample. Classical assumption tests will assess the assumptions necessary for running regression analysis, such as normality, multicollinearity, and heteroscedasticity. In addition to these tests, multiple linear regression analysis will be employed to determine the strength and nature of the relationships between the independent variables (compensation and work motivation) and the dependent variable (work productivity). The coefficient of determination will then be used to measure how well the independent variables explain the variation in the dependent variable. These combined methods will provide comprehensive insights into the factors that influence employee productivity at CV Klaten Energy.

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Validity and Reliability Testing

Validity testing is conducted by comparing the calculated r-value (r-hitung) with the r-table value. The degree of freedom (df) is calculated using the formula $n - 2$, with a significance level of 0.05. If the Pearson correlation value obtained is greater than the r-table value, the question items in the questionnaire are considered valid and suitable for use in the research. This ensures that the instruments used effectively measure the constructs they are intended to assess, providing reliable data for analysis. Validity is crucial for ensuring the accuracy and relevance of the findings in the study.

Table 1. Validity Test

Variable	Pearson Correlation	R-table ($\alpha = 5\%$)	Result
Work Productivity	.864	.1966	Valid
Compensation	.896	.1966	Valid
Motivation	.865	.1966	Valid

Source: Data Processed by SPSS, 2026

From Table 1, it can be concluded that work productivity, compensation, and motivation all have Pearson Correlation scores greater than the r-table value, indicating that all the questions are valid and can be considered reliable measurement tools. The reliability of a variable is determined if the Cronbach's Alpha score is greater than 0.6. A reliability score below 0.6 is considered poor, while a score of 0.7 is categorized as good. If the reliability score exceeds 0.8, it is categorized as very good, indicating a high level of consistency and stability in the measurement instruments used in the study.

Table 2. Reliability Test

Variable	Cronbach's Alpha	N of Items	Description
Work Productivity	0.833	6	Reliable
Compensation	0.869	4	Reliable
Work Motivation	0.731	6	Reliable

Source: Data Processed by SPSS, 2026

In Table 2, the Cronbach's Alpha scores are as follows: work productivity = 0.833, compensation = 0.869, and motivation = 0.731. Based on these values, it can be concluded that the study is reliable and acceptable. These scores indicate a high level of internal consistency, confirming that the measurement tools used in the research are dependable and valid for analysis.

4.1.2 Normality Test

The normality test in this study is conducted using the One Sample Kolmogorov-Smirnov test. If the Asymp Sig (2-tailed) score is greater than 0.05, it indicates that the data follows a normal distribution. On the other hand, if the Asymp Sig (2-tailed) score is less than 0.05, it suggests that the data does not follow a normal distribution. This test is important as it helps determine whether parametric tests, which assume normality, can be used in subsequent analyses. Ensuring that the data is normally distributed is crucial for the accuracy and reliability of the statistical results.

Table 3. Normality Test

Unstandardized Residual	
N	58

Normal Parameters ^{a,b}	
Mean	0.000000
Std. Deviation	2.40290882
Most Extreme Differences	
Absolute	0.076
Positive	0.071
Negative	-0.076
Kolmogorov-Smirnov Z	0.746
Asymp. Sig. (2-tailed)	0.362

Source: Data Processed by SPSS, 2026

Table 3 shows that the significance score (2-tailed) is 0.362. Since the significance value (2-tailed) is greater than 0.05, it indicates that the data follows a normal distribution. This result confirms that the data can be used for further analysis, as the assumption of normality required for parametric tests is satisfied.

4.1.3 Multicollinearity Test

In regression analysis, multicollinearity issues are not considered problematic if the Variance Inflation Factor (VIF) is less than 10 and Tolerance is greater than 0.10. Multicollinearity occurs when independent variables are highly correlated with each other, which can affect the stability and reliability of the regression coefficients. By ensuring that VIF values are below 10 and Tolerance values are above 0.10, we can confirm that there is no significant multicollinearity in the model, allowing for accurate and valid results.

Table 4. Multicollinearity Test

Model	Tolerance	VIF
1 (Constant)		
Compensation	0.854	1.306
Motivation	0.827	1.242

Source: Data Processed by SPSS, 2026

Table 4 shows that the independent variables in this study have tolerance values greater than 0.10 and VIF values less than 10. Specifically, the tolerance values for compensation and motivation are both above 0.10, while the VIF values are below 10. This indicates that there are no multicollinearity issues among the independent variables. Therefore, we can conclude that the assumption of no multicollinearity is satisfied, ensuring the reliability and stability of the regression model for further analysis.

4.1.4 Heteroskedasticity Test

This study utilizes the Glejser test to assess heteroskedasticity. In this test, if the significance score is less than 5% (0.05), it indicates the absence of heteroskedasticity. Heteroskedasticity refers to the situation where the variance of the residuals is not constant across all levels of the independent variable, which can lead to inefficient estimates. By applying the Glejser test, the study ensures that the assumption of homoscedasticity is met, allowing for reliable regression results and valid conclusions.

Table 5. Heteroscedasticity Test

Model	T	Sig.
1 (Constant)	-0.025	0.698
Compensation	0.455	0.570
Motivation	0.391	0.427

Source: Data Processed by SPSS, 2026

Table 5 shows that the independent variables used in the analysis have significance values above 0.05. This indicates that the results of the test confirm the absence of heteroskedasticity. In other words, the variance of the residuals remains constant across all levels of the independent variables, ensuring that the assumptions for regression analysis are met.

4.1.5 Multiple Linear Regression Analysis

Table 6 presents the results of the multiple linear regression analysis conducted in this study. This type of analysis is used to examine the relationship between two or more independent variables and a dependent variable. By using multiple regression, we can determine the strength and direction of the relationship, assess how the independent variables affect

the dependent variable, and predict outcomes. The results help identify which variables have the most significant impact on the dependent variable, providing valuable insights for decision-making and further analysis.

Table 6. Multiple Linear Regression

Model	Beta	T	Sig.
1 (Constant)	2.274	0.206	
Compensation	0.398	2.508	0.012
Motivation	0.195	2.738	0.035

Source: Data Processed by SPSS, 2026

Table 6 shows that the coefficient (β) for Compensation is 0.398, while the coefficient for Motivation is 0.195, resulting in the following equation. $Y = a + \beta_1 X_1 + \beta_2 X_2 + e$, $Y = 0.398X_1 + 0.195X_2$, this equation reveals that the compensation coefficient (X_1) is positive, meaning that an increase in compensation will lead to an improvement in employee work productivity. Similarly, the motivation coefficient (X_2) is also positive, indicating that an increase in motivation will be accompanied by a rise in employee work productivity. Therefore, both compensation and motivation contribute positively to enhancing employee productivity.

4.1.6 Simultaneous Test (F-test)

The F-test examines the joint significance of the independent variables. If the significance level is less than 0.05, it means the null hypothesis (H_0) is rejected, indicating that the independent and dependent variables have a significant impact on each other. However, if the significance level is greater than 0.05, H_0 is accepted, suggesting that the independent variables do not have a significant effect on the dependent variable.

Table 7. Simultaneous Test (F-test)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	709.743	2	311202	18.836	0.000b
Residual	72.647	56	23.504		
Total	782.383	58			

Source: Data Processed by SPSS, 2026

Table 7 shows that the calculated F-value is 18.836, while the F-table value is 3.165. The significance value of 0.000 is less than the significance level of 0.05, indicating that, simultaneously, both X_1 (compensation) and X_2 (motivation) have a significant effect on employee work productivity (Y).

4.1.7 Partial Test (t-test)

Referring to Table 6, Compensation (X_1) shows a significance value of 0.015, which is less than 0.05. This indicates the acceptance of H_1 and the rejection of the null hypothesis (H_0), meaning that employee productivity at CV Klaten Energy is significantly influenced by compensation. Similarly, Work Motivation (X_2) has a significance value of 0.035, which is also less than 0.05. Thus, H_2 is accepted and H_0 is rejected, indicating that work motivation significantly affects employee productivity at CV Klaten Energy. These results demonstrate that both compensation and motivation have a positive and significant impact on employee work productivity, confirming the importance of these factors in improving organizational performance. The findings support the idea that enhancing compensation and motivation can lead to better work outcomes, highlighting their critical role in driving employee productivity.

4.1.8 Coefficient of Determination Test

The Coefficient of Determination test is expected to produce an R-squared value greater than 0.5, as this indicates a substantial proportion of the variance in the dependent variable can be explained by the independent variables. A good R-squared value typically falls between 0 and 1, with higher values indicating a stronger explanatory power of the regression model. This test helps assess how well the independent variables predict the variation in the dependent variable, providing insights into the model's effectiveness.

Table 8. Coefficient of Determination Test (R^2)

Model	R	R Square	Adjusted R Square
1	0.828	0.720	0.695

Source: Data Processed by SPSS, 2026

Based on Table 8, the Adjusted R Square value of 0.695 indicates that the independent variables (compensation and

motivation) explain 69.5% of the variation in the dependent variable (work productivity). The remaining 30.5% is influenced by factors not examined in this study. This shows that compensation and motivation have a significant impact on work productivity.

4.2 Discussion

Based on the research analysis, compensation has been proven to have a significant effect on employee work productivity. This shows that an increase in work productivity can occur when the company provides adequate compensation to its employees. Compensation that meets both the employees' expectations and the regulations set by the government can enhance work enthusiasm, thereby positively affecting the increase in employee productivity at CV Klaten Energy. The amount of reward received by employees can encourage improvements in production capabilities. On the other hand, if employees feel that their wages are not proportional to the workload, their motivation may decrease. Inadequate compensation can lead to a decline in work productivity. If this situation continues, it may hinder the company's operational activities. Even if employees are satisfied with the current compensation system, CV Klaten Energy's management must pay attention to this policy by maintaining or even improving the quality of the compensation system. Providing good compensation not only plays a role in improving employee welfare but also serves as a means to boost work enthusiasm and motivation, allowing employees to achieve optimal performance. Furthermore, compensation should not only be assessed based on the amount given but also on the timely delivery of it. This finding is supported by previous research, which indicates that employee work productivity is influenced by the level of compensation received. Therefore, the results of this study show that compensation affects employee work productivity at CV Klaten Energy.

According to the research analysis, work motivation significantly affects employee work productivity. This indicates that the higher the motivation of employees, the greater the likelihood of increased work productivity. At CV Klaten Energy, employee motivation arises from a conducive work environment, a positive work culture, and the leadership style applied within the organization. These conditions need to continue being a focus for the company to ensure that employee motivation is maintained and even enhanced through the implementation of an effective work system. Providing encouragement or motivation from management also plays a crucial role in improving employee enthusiasm. Forms of attention given by managers through various policies and organizational efforts can help maintain employees' enthusiasm in carrying out their tasks. Therefore, leaders within an organization must understand the needs and expectations of employees as a key factor in motivating them to work. Essentially, individuals work because they have needs they wish to fulfill, whether material or non-material, and whether physical or psychological. Employees also tend to believe that their work productivity will increase if the rewards provided by the company are proportional to the efforts they have put in. This condition will encourage higher work enthusiasm, prompting employees to strive for greater productivity. This finding aligns with previous research, which states that employee motivation can influence work productivity when supported by a strong management system within the organization (Putra et al., 2021). Thus, the results of this study indicate that work motivation is one of the factors influencing employee work productivity at CV Klaten Energy.

5 | CONCLUSIONS AND FUTURE WORK

Based on the results of the research and the discussion, it can be concluded that both compensation and motivation have a positive and significant impact on employee work productivity at CV Klaten Energy. Providing adequate compensation can serve as a driving force for employees to continuously improve their work results and productivity. Employees who have high work motivation and receive appropriate compensation tend to demonstrate higher work productivity compared to those with low motivation and compensation. The analysis also shows that the compensation and motivation variables can explain 69.5% of the variation in employee work productivity, with the remaining 30.5% being influenced by other variables not examined in this study. The findings of this research are expected to contribute to the development of knowledge, particularly in the field of human resource management. Furthermore, the results of this study can serve as a consideration for the management of CV Klaten Energy to pay more attention to aspects such as work comfort, employee welfare, and the enhancement of employee motivation to support the improvement of work productivity within the company.

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